

# Soldiers



The Official U.S. Army Magazine

February 2001

## The Big Red One

Victory Strike 2000

Remembering the Whirlwind War

New Hot Topics  
Pullout  
PAGE 9

# Soldiers

February 2001 Volume 56, No. 2

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## The Official U.S. Army Magazine

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Soldiers at key sites ensure that vital prepositioned supplies — everything from toolboxes to tanks — are ready when needed.

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As the Army enters the 21st century, the famed 1st Infantry Division continues to build on its legacy as a lethal, battle-tested powerhouse in America's arsenal.

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Here's our look at the family of wheeled armored vehicles that will equip the new brigade combat teams.



# New Army Slogan



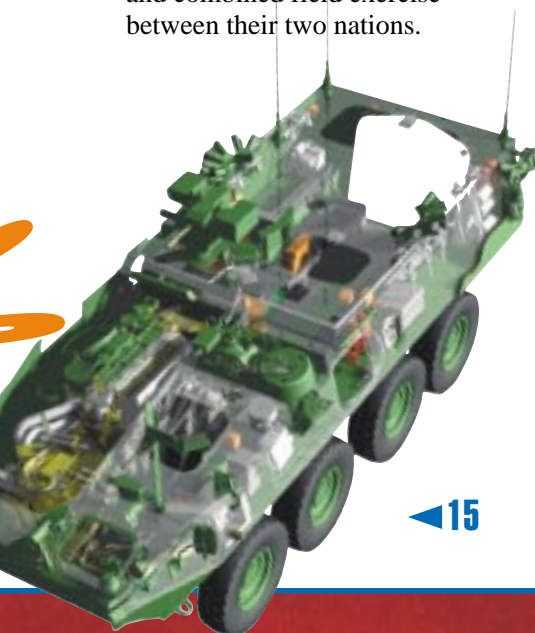
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Nearly 500 equal opportunity advisors from throughout the Army recently gathered in Orlando, Fla., for their third-annual worldwide conference.

## 18 Victory Strike 2000

U.S. and Polish soldiers met in October for the first-ever joint and combined field exercise between their two nations.



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## 24 2001 Pay Charts

Want to know just how much extra you should be getting in your paycheck? Check out the new pay levels that became effective Jan. 1.

## 26 Remembering the Whirlwind War

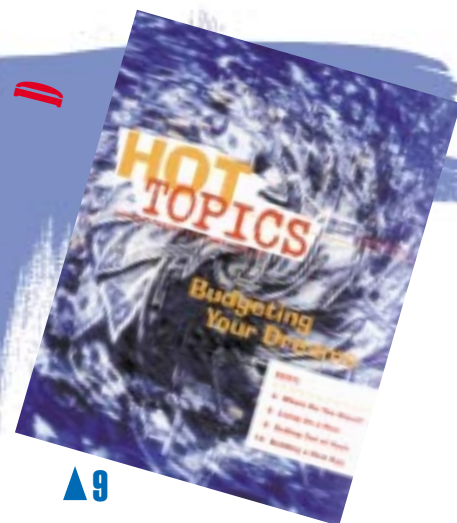
Ten years ago this month a broad coalition of nations joined the United States in liberating Iraqi-occupied Kuwait.

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## Front cover:

PFC Benjamin Moon of Co. B, 1st Bn., 26th Inf., typifies the professional soldiers of the Big Red One. —  
*Photo by MSG Larry Lane*

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## From the Managing Editor

**NEWS** about the Army's selection of an Interim Armored Vehicle, the chief of staff's decision on a common flash for the new black beret headgear and the Army's adoption of a new advertising and recruiting slogan are but a few of the topics included in this issue of **Soldiers**.

And speaking of topics, the quarterly insert "Hot Topics" included with this issue tackles one close to the hearts — and pocketbooks — of every soldier: managing your money.

This issue opens with a feature on the role of the Army's first combat division — the famed "Big Red One," beginning on page 4.

And **Soldiers'** journalist Heike Hasenauer gives readers a 10-year perspective on the 100-hour Gulf War that produced a multitude of revisions in how America's Army prepares for, and wages, war. Her article begins on page 26.

Finally, our back cover series, **Army Transforming America**, focuses on the legendary Lewis and Clark expedition.



## Where's Kitchen Photo?

I WAS very pleased to see your "Haute Cuisine" article in the December issue. However, I was disappointed that you did not feature a picture of the containerized kitchen. Your article described the tactical features of the CK so well but the attached picture of the very nonmobile Force Provider kitchen was misleading. The CK is a leap-ahead improvement in field feeding. It will be fielded this year, so it would have been nice for soldiers to have gotten to see its mobility pictured in **Soldiers**.

MAJ Teresa T. Dillon  
Fort Sam Houston, Texas

UNFORTUNATELY, our staff was unable to locate a photo of the CK in time for publication.

## Cooldest Celebration

DO you have any additional pictures from the article "The Coolest Celebration on Earth"? I am on active duty in Germany from a National Guard engineer battalion in Minnesota. This is the first time in many years that I can't attend the Winter Carnival in St. Paul and would like to see some additional pictures if any were taken.

Sara Gronli  
via e-mail

TAKE a look at our website for the December **Soldiers Online**. If you need help finding it, try <http://www.dtic.mil/soldiers/dec2000/pdfs/slide.pdf>. That should take you right to the "coolest" story. Once there, scroll down past the title page to see the pictures.

## Travelink Correction

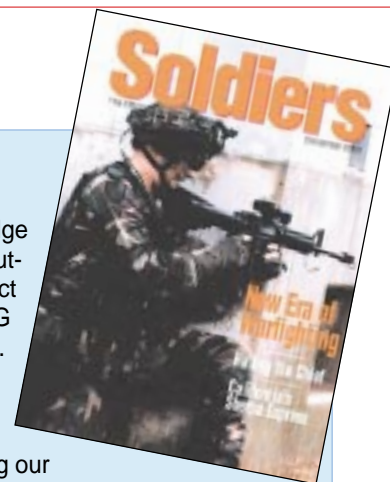
I HAD difficulty accessing the URL [www.dtic.military/trav-](http://www.dtic.military/trav-)

## Surrender? NUTS

THE December Battle of the Bulge article by Renita Foster was outstanding. I would like to contact her and, if possible, get LTG Harry W. O. Kinnard's address. I'm the professor of military science at Augusta State University, and we would like him to be our guest speaker during our SROTC Military Awards Banquet in April. Any assistance would be appreciated.

MAJ Anthony Laterza  
Augusta, Ga.

RENITA Foster (an Army Reserve lieutenant colonel) has agreed to work with you in making contact with LTG Kinnard.



elink given in your December article. Upon doing a search, I found the correct URL is: [www.dtic.mil/travelink](http://www.dtic.mil/travelink). The new travel system will become a hot topic, especially if soldiers (particularly Reservists) are not able to access and perform the requirements from their own computers. Otherwise, keep up the great work.

SFC Jacqueline O. Chaplin  
San Antonio, Texas

YOU, and other readers, are right. We normally do check Web links; that one slipped past us. Thanks for the correction.

## Salute to Veterans

THE Veterans Day proclamation in the November issue of **Soldiers** did a disservice to all Vietnam War veterans, of whom my son is one. In the listing of wars, the gap between Chosin Reservoir and Kuwait without a mention of Vietnam was not understood by this old soldier.

MSG Edwin C. Larson (Ret.)  
Pacific Grove, Calif.

NO slight was intended; the mention of various battles was

intended merely to illustrate the Army's role throughout U.S. history, not be a definitive combat chronology.

## Balkans Collection

THE United States Military Academy's History Department is gathering materials for a Balkans Special Collection to be maintained in the West Point Archives. The intent is to consolidate materials that will be helpful to those interested in the soldier experience in the Balkans in years to come.

The collection would make future research on service in the Balkans easier, and would prevent the loss of a wealth of soldier experience and insight as time passes and individuals discard invaluable materials. It will include electronic or hard-copy information that soldiers have maintained about their service in the Balkans for the last several years — letters written home or to friends, journal entries and e-mails, or personal reminiscences of their time in the Balkans — as well as formal after-action reviews.

The USMA History Depart-



ment staff hopes to collect a diverse body of experiences, recollections and memories of American soldiers' experiences in the Balkans. All materials can be sent to:

Alan C. Aimone  
Senior Special  
Collections Librarian  
USMA Library  
West Point, NY 10996-1799  
E-mail: [ua3925@exmail.usma.mil](mailto:ua3925@exmail.usma.mil).

I'll answer any questions about the collection at (845) 938-4410 or e-mail: [kj6911@exmail.usma.mil](mailto:kj6911@exmail.usma.mil).

CPT Jeffrey W. French  
West Point, N.Y.

## What's That Weapon?

YOUR November article, "Second to None," includes a picture on page 4 of PFC Joseph Welch of the 2nd Inf. Div. behind a weapon. The weapon looks like it is modeled after the M-249 SAW; however, it looks like it is being fed 7.62 mm rounds.

Can you clarify this and let me know the type and caliber of the weapon shown?

Thanks so much for your ongoing efforts through the years to show the great things that our soldiers are doing, day by day.

SFC Gregory W. Funderburk  
via e-mail

**Soldiers' weapons expert says it's an M-240B machine gun. That weapon entered Army service in 1997. It fires a 7.62 mm round, weighs 27.6 pounds, has a range of 1,100 meters and a variable rate of fire of from 200 to 600 rounds per minute.**

## Hot Topic: Supplements

I WOULD like to compliment **Soldiers** on the excellent November "Hot Topics" insert. I have long been concerned that military exchanges and their concessions are selling spurious remedies to soldiers. The Federal Trade Commission has taken action against these stores for making unsubstantiated claims, yet they still operate on military installations.

Unfortunately, our educational system does a poor job of equipping citizens to make informed decisions about scientific matters. Thanks for this issue of "Hot Topics" so soldiers may make more informed choices about what they put in their bodies.

MAJ George B. Spence III  
via e-mail

I WAS very disappointed in your "Hot Topics" on supplements.

As a personal trainer and experienced fitness instructor,

I have seen the benefits of dietary supplements. Thousands of documented studies done by respected physicians and universities support the use of some supplements. I do agree that many products, if misused, can cause serious side effects. But to say that they all are useless and harmful is an extremely biased view. I have used many supplements and have benefited from the results.

SGT William A. Stratton  
Fort Bragg, N.C.

*To be accurate, we didn't say that all supplements are useless and harmful. We cited several—including both St. John's Wort and saw palmetto—that have been shown to be beneficial if used correctly.*

## Berlin Revisited

HEIKE Hasenauer's November article about Berlin is one of the best, fairest and most exact ones published in a long time.

Because of this article, we have received many calls about our museum and visits from former U.S. soldiers who were stationed in Berlin or even lived at McNair Barracks. Thank you again for the great article.

Peter Kauschke  
Berlin Foundation

MANY soldiers who were stationed in Berlin are trying to stay in touch via the Internet. For example, a club where lost friends can be reunited and exchange experiences can be found at <http://clubs.yahoo.com/clubs/berlinbrigade-wallwatchers>. Another is [www.berlinbrigade.com](http://www.berlinbrigade.com)—a website where people can list their names to find friends.

These nonmilitary webpages give us back a piece of home that we lost when we left Berlin. In addition, each page also has a wealth of additional links.

Suzanne Dawson  
via e-mail

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# Spotlight on the Army Divisions



**Wearing protective gear, a soldier of the 1st Infantry Division's 2nd Brigade moves toward his next objective during training.**

**Division air defense soldiers slingload an Avenger vehicle during a Stinger live-fire at Germany's Putlos training facility.**



# The Big Red One

Story by MAJ John M. Clearwater



MAJ John M. Clearwater (main photo)

SPC Melissa R. Bernazzani (inset)

**A**NYONE who has seen the assault on Omaha Beach, as depicted in the opening scene of the film “Saving Private Ryan,” will appreciate the 1st Infantry Division’s legacy of fortitude and determination in the face of the toughest opposition. Now, as the Army enters the 21st century, the famed “Big Red One” continues to build upon that legacy as a lethal, battle-tested powerhouse in America’s military arsenal.

Throughout its 83 years the division has made a big difference on battlefields around the world. The Army’s first combat division was formed for the trench warfare of World War I, and it quickly earned the appreciation of French citizens who referred to it as “The Fighting First.” While today’s 1st Inf. Div. maintains its reputation as one of the world’s premiere heavy combat units, it maintains the flexibility to be a full-spectrum force, from high-intensity combat to peace-support operations.

The division was one of the first American units to enter Kosovo, and for more than a year the blood-red “1” on the division’s patch was a symbol of security in the country. Big Red One soldiers were the core of the Army’s peacekeeping force from June 1999 to June 2000, daily demonstrating their ability to be persuasive in peace.



MAJ John Clearwater is the 1st Inf. Div. deputy public affairs officer.

# Spotlight on the Army Divisions



**M109A6 Paladin self-propelled howitzers of the division's 1st Battalion, 7th Field Artillery, practice their craft at Grafenwöhr Training Area.**

SSG Chris Fletcher

be the Army's infantry muscle. With its heavier firepower and armor, today's heavy infantry has the punch and endurance to seize and hold terrain in the face of the most determined opposition.

Big Red One infantrymen are backed by the devastating firepower of its primary combat platform, the highly mobile Bradley fighting vehicle. With Operation Desert Storm upgrades, making for faster reload times and better infantry support, the M2 has been performance-enhanced by a 600 hp engine and the power of an armored turret mounting a 25 mm M-242 "Bushmaster" chain gun and a twin TOW antitank missile launcher. The M2's three-man crew can quickly move six soldiers across the battlefield and support them in a fight.

"Peacekeeping was not what I imagined doing when I joined the Army," said one sergeant. "But seeing the look on the faces of those people, it made me feel good about being a soldier. We made a big difference in their lives."

When the division discovered five guerrilla camps operating near the Serbian border, it launched surprise raids that netted thousands of rounds of ammunition and weapons, including mines, grenades and mortars. The success of the raids — executed with surprise, speed and teamwork — clearly demonstrated the capabilities and responsiveness of Big Red One combat teams.

Upon returning home to Germany, the division's soldiers began sharpening their fighting skills through accelerated gunnery and training focused on high-intensity combat. Throughout its ranks, soldiers are committed to ensuring that the division remains a key element of U.S. global leadership in the European Theater.

Strategic readiness was, in fact, the reason the majority of the division was forward-deployed to Germany in 1996. While its 1st Brigade remained stationed at Fort Riley, Kan., the rest

SGT Annette B. Andrews



**During the partnership exercise Elbe Stoer soldiers of the 1st ID's 3rd Bde. demonstrated their land-navigation skills to their German counterparts.**

of its brigades and support elements were re-established across southern Germany, where the division is stationed in six communities throughout Bavaria. From this strategic position, the 1st Inf. Div. can bring the weight of its combat power to bear throughout the theater within days of a deployment order.

## Infantry Muscle

The history of warfare shows that there has always been a critical need for skilled infantry. For that reason, the division was designed from the start to

Other key elements of the division's punch include the M1 Abrams tank, the AH-64 Apache attack helicopter, the M109 Paladin 155 mm self-propelled howitzer and the Multiple Launch Rocket System. When these weapons are teamed together and synchronized, the result is overwhelming firepower able to demoralize and overcome virtually any opponent.

"Big Red One infantry then close in and exploit that enemy disorder," said former 1st Inf. Div. commander MG David L. Grange (Ret.). "It is classic bare-knuckles combat combined with 21st century punching power."

## Big Red One Teamwork

Recognizing the importance of individual infantry skills, military professionals also know that success on the battlefield depends on the contributions of the whole team. From Army aviators to artillerymen, maintenance personnel, cooks, staff planners and every other member of the divi-



sion, the success of the Big Red One is the result of the combined talents of each of its more than 14,000 soldiers.

Having fine-tuned combat teamwork throughout the command, the division has expanded the concept to joint operations with nations throughout the European theater. It now conducts regular partnership training with many countries of the former Soviet Bloc, including Hungary, Bulgaria and Ukraine.

In a recent field exercise at the Combat Maneuver Training Center in Hohenfels, Germany, Big Red One armor and aviation units teamed with German panzergrenadiers and British paratroopers to take on the resident opposing force. The weeklong “battle,” which included night tank attacks and air-assault missions behind “enemy” lines, succeeded in keeping the OPFOR off balance. By the end of the exercise, the soldiers had clearly demonstrated their ability to come together quickly as a multinational team and win a tough fight.

This “crew-to-coalition” teamwork has long been recognized as crucial to success. In Kosovo, that perspective paid off as the Big Red One operated

closely alongside NATO forces and soldiers from Russia and the United Arab Emirates.

### Prepositioned for the 21st Century

The 1st Inf. Div. also has a leading role in the Army’s heavy-division redesign for the 21st century and was the first frontline division to begin the initiative known as Limited Conver-

sion Division XXI. The end-state was an even more agile and flexible combat team.

While the overall size of the division was reduced, the additions of a brigade reconnaissance troop to each brigade, creation of a new MLRS battalion for long-range fires (doubling to 18 the number of launchers) and the addition of another infantry squad to each platoon provided significant



MSG Larry Lane

**Black Hawk helicopters of the V Corps long range surveillance train bring personnel in to deal with a simulated hostage situation.**



SPC Melissa R. Bernazzani

**A live Stinger missile roars aloft as a dismounted division air defense team engages a target.**

# Spotlight on the Army Divisions

benefits. For example, more dismounted infantry improves combat effectiveness in restrictive areas such as forests and urban terrain. While the division continues to field the world's most lethal heavy-infantry teams, now it has even greater strategic responsiveness. Developing technologies will soon provide integrated battle command toward further enhancing agility and lethality.

## Legacy of Warrior Spirit

Even while looking to the future, division soldiers derive great pride from a legacy that encompasses most of the 20th century. Over the past 83 years more than a half-million Americans have worn the Big Red One patch. America has counted on them to accomplish some of its toughest challenges, resulting in the division earning 33 battle streamers and 34 Medals of Honor, and being recognized for fighting and winning more battles than any other division in the world.

SPC Melissa R. Bernazzani



**Escorted by local youngsters, soldiers of the 1st ID's 1st Bn., 26th Inf., patrol a village in Kosovo to ensure peace between Kosovars and Serbs.**

That legacy of sacrifice continues to be honored on battlefield monuments across Europe, from Omaha Beach to the Czech Republic. One of the most inspiring tributes stands

beside the White House in Washington where, carved in granite, are the names of all division soldiers who have given their lives for the nation.

Before the 1st Inf. Div. embarked

## The Division in History

**A**MERICA's first Regular Army division was constituted May 24th, 1918, as the First Expeditionary Division and shipped to France shortly after America entered World War I. Redesignated the First Division that July, it was the first American division to conduct combat operations, to inflict and suffer casualties, and to conduct a successful offensive.

The division's success at Cantigny, France, on May 28, proved to all that the Americans could fight, and ensured that GEN John J. Pershing would keep the American Army from being absorbed into the Allied forces.

After that success, the division shattered the German line at Soissons in what historian Corelli Barnett considered to be the decisive point of the war on the Western



**Big Red One soldiers move through the ruins of Bonn, Germany, during the World War II battle for the city. The division saw action throughout the conflict.**

Front. The division also led the way for American forces in the St. Mihiel and Meuse-Argonne offensives, making the furthest penetrations of any division. During this time, it adopted the distinctive shoulder patch known as the "Big Red One." At the end of

MSG Larry Lane



**Before deploying to the Balkans troops of the 1st ID and other USAREUR units undergo training at the Combat Maneuver Training Center in Hohenfels, Germany.**



for its third combat landing in World War II, and the beach that would soon be known as “Bloody Omaha,” Supreme Allied Commander GEN Dwight D. Eisenhower told the division’s soldiers: “I know your record from the day you landed in Africa, then Sicily. I am beginning to think that the 1st Div. is a sort of Praetorian Guard.”

That warrior spirit, built upon courage and uncompromising standards, resonates in the division motto: “No mission too difficult. No sacrifice too great. Duty First!”

As former division commander and Army chief of staff GEN Gordon R. Sullivan once declared: “In this century, there has been no military unit more symbolic of American military power than the 1st Inf. Div. It embodies past and future victory.” □

MAJ John M. Clearwater



**Soldiers from Co. A, 1st Bn., 18th Inf., demonstrate small-unit tactics at the MOUT site during a division-wide leaders professional development class.**

the war, Pershing praised the division as his best, noting a “special pride of service and high state of morale never broken by hardship or battle.”

Tasked to occupy Germany immediately after the Armistice, the division was again called to action in World War II.

Redesignated the 1st Infantry Division, the Big Red One conducted the first American amphibious assault on enemy territory, captured the port of Oran, Algeria, and led the American effort in the defeat of Rommel’s Afrika Korps.

In 1943 the division successfully assaulted Sicily and then was chosen to lead the American assault on the beaches of Normandy, France. After a successful drive across France and Germany, the division advanced on Cheb, Czechoslovakia, as the war in Europe ended.

Once again on occupation duty, the division defended a new Germany from communist threat through the next four and a half decades that culminated in German reunification in

1989-1990. And twice during the decades following World War II the division was called upon to fight the nation’s wars — in the jungles of Vietnam and the sands of Iraq.

During operations in Vietnam, from 1965 to 1970, the division had an outstanding reputation, earning 11 more battle streamers.

In 1990 and 1991 the division continued that legacy when it spearheaded the attack to defeat Iraqi

forces, creating the hole through which VII Corps could launch its attack and securing the last objective of the brief but violent war.

Upon the return of division headquarters to Germany, 1st Inf. Div. conducted operations in the former Yugoslavia. Then, after successful operations in Bosnia, the division led the American effort to restore peace in Kosovo. — MAJ Steve Russell, S-3, 1st Bn., 26th Inf.



**A machine-gun crew provides covering fire for advancing 1st ID units during the battle for Aachen, the first German city to fall to Allied forces in World War II.**



More than 60,000 students from Latin American nations graduated from the U.S. Army School of the Americas.

**Fort Benning, Ga.**

## School of Americas Furls Flag

The U.S. Army School of the Americas closed Dec. 15, ending a history of cooperation with Latin American neighbors.

"This school brought our nations closer together in a common quest for peace and prosperity in our own hemisphere," said outgoing Secretary of the Army Louis Caldera, guest speaker for the closing ceremony.

The Department of Defense Western Hemisphere Institute for Security Cooperation, or WHISC, opened at Fort Benning Jan. 17.

Caldera said that, thanks to U.S. engagement policies, all can rejoice in how far Latin America has come.

"Every country in Latin

America — save Cuba — is now governed by elected leaders accountable to their people," he said.

He acknowledged that although South America still has a host of problems — including border disputes, narco-trafficking and environmental degradation — democracy, free markets and human rights are a key part of the political landscape. He emphasized that those problems can be resolved peacefully through combined efforts.

The secretary honored the more than 60,000 graduates of the school, and thanked the school's soldiers and faculty, both past and present, who upheld the American values and served as a force for good.

He also sent a message to those who criticized the United States' role in Latin America during the last half-century and who wrongly accused the school

of teaching torture and training dictators.

"Let me say very clearly that any soldier in Latin America, who had even the most remote connection to the School of the Americas, who has ever committed a human rights violation, did so in spite of the training they received at the School of the Americas and not because of it," Caldera said.

He said the critic's quarrel was not really with the school or the Army. It was with the U.S. government's role in Latin America and the fact that the United States supported its allies in their struggle for security.

"Today peace, democrati-

zation and a redefinition of civil-military relationships are on the march in the Americas after decades of bitter conflict," said Col. Glenn Weidner, USARSA's commandant. "Each of these accomplishments lay at the heart of the mission of the School of the Americas since its inception." — *Army News Service*

**Washington, D.C.**

## Military, Civilians Get Gridlock Help

MILITARY members and DOD civilians within the United States and its territories are now eli-

## Transformation News

### Army Starts PERSTEMPO Clock

AN Army clock began ticking Oct. 1. Its purpose is to monitor the time an individual spends deployed and signal when a soldier may be due for extra pay.

The fiscal year 2000 National Defense Authorization Act required all services to start tracking individual deployments with the start of FY 2001. The legislation, signed into law by President Bill Clinton Oct. 30, clarified the deployment definition and the management-approval authorities, and authorized payment of \$100 per diem to each service member deployed more than 401 days within a rolling 730-day window.

"The intent of the personnel tempo policy is to force commanders to better manage soldiers' time away from home," said CPT Danita Dempsey, personnel tempo staff officer in the Office of the Deputy Chief of Staff for Personnel.

The deployment tracking and per diem pay requirements apply to both the active and reserve components.

The PERSTEMPO program is being implemented in three phases.

The first phase, developing and fielding a web-based tracking system and training soldiers how to input data, is already in place. The second phase is fielding final guidance on managing "high deployment-days soldiers" to meet the act's intent. The management guidance was to be fielded before January. The final stage, fielding final guidance on payment procedures, is expected to be released before April.

Soldiers' PERSTEMPO counts were scheduled to appear on their leave and earnings statements beginning in January. — *ARNEWS*



gible for mass-transit subsidy benefits.

Deputy Defense Secretary Rudy de Leon has directed that DOD installations and activities establish mass transit incentive programs for DOD personnel in the 50 states and Puerto Rico, the Virgin Islands, Guam, American Samoa and the Northern Mariana Islands.

Use of commuter mass-transit subsidies helps to "reduce traffic congestion, improve air quality, reduce wear and tear on the roadways, and relieve commuters' stress," said Diane Disney, the deputy assistant secretary of defense for civilian personnel policy.

President Bill Clinton last year directed all federal agencies to establish transportation fringe-benefit programs to reduce federal employees' contribution to traffic congestion and air pollution, and to expand commuting alternatives.

DOD established a mass transit benefit program in the National Capital Region for employees who use such conveyances as buses, trains and van pools.

"Under the executive order, there were differences between what was to be provided inside the National Capital Region, and what was to be provided outside of it," Disney said.

Inside the region, she said, the executive order prescribed a subsidy of up to \$65 a month, indexed for the future. Outside the NCR, she added, there was not a direct subsidy, but a tax-sheltering benefit, with which people would be able to pay for their transportation costs with pretax dollars.

All DOD agencies may now offer their employees the direct subsidy in amounts that do not exceed personal commuting costs, up to the maximum allowed by the Internal Revenue Code (currently \$65 a month; \$100 a month and indexed beginning January 2002). Parking costs are not included in the program.

The costs of DOD's mass-transit incentive program are borne by the agencies involved, and vary according to the number of participants, Disney said.

Nonappropriated fund government employees and reserve-component members on active duty are also eligible to participate. — *American Forces Press Service*

America's Army is recognized around the world as a land force without peer and a team of goodwill ambassadors who represent the best the greatest nation on earth has to offer. There is no better testament to your abilities.

I also know that you could not achieve all that you do without the steadfast love and support of your families. Our nation is indebted to them for the sacrifices they make that allow you to do this noble and important work of keeping America strong, safe and secure. My special thanks to them for their service to our country.

The future of our Army in the 21st century is bright be-

## Sports News

### Reservists Can Compete in Pentathlon

THE chief of the Army Reserve is offering reserve officers from all branches of the armed forces a chance to compete in the NATO Military Pentathlon.

The next three-week course at Fort Sam Houston, Texas, runs from June 17 to July 8. Up to 50 reserve officers who apply by April 15 will be invited to attend by a joint-service selection committee.

The program is designed to teach reserve officers relevant combat skills at the advanced level to serve in turn as resident expert instructors in their units.

The training camp features orienteering and land navigation; rifle and pistol marksmanship; and a land and water obstacle course. The officers will also receive classes on policies and events in NATO, peak performance processes, fitness and nutrition topics, law of war, first aid and leadership.

At the completion of the training camp the top 28 performers will be extended an additional three weeks to prepare for the three-day NATO competition to be held in July in Spain.

The standards required to submit an application are:

- Men — complete a five-mile run in 32 minutes, an 800-meter run in two and half minutes and a 50-meter swim in 35 seconds.
- Women — complete a five-mile run in 37 and a half minutes, an 800-meter run in three minutes and a 50-meter swim in 40 seconds.

More information is available on the Web at [www.militarypentathlon.com](http://www.militarypentathlon.com). — *Army Reserve Command*

## Washington

### Secretary Caldera's Farewell

TO the Soldiers, Civilians and Families of the United States Army:

As I end my tenure as secretary of the Army, I want to tell you how enormously proud I am of the honorable and dedicated manner in which you serve our country every day. As I look back on my two-and-a-half years as secretary, what I will remember most is your selflessness and professionalism. Whatever our nation asked of you, you have always delivered more. Because of what you do, often under the most difficult of circumstances,

cause of you. The values, leadership, judgment and talent you bring are the cornerstone of all we are and ever will be. You are the enablers who will achieve the Army's transformation to a lighter, more lethal and more mobile force.

My wife, Eva, and I will miss being a daily part of America's Army, but we wish each of you continued success, and our thoughts and prayers will be with you and your families wherever you serve. God bless you, God bless our great Army family, and God bless America. — *Louis Caldera*



Louis Caldera

## Washington

### Shinseki Approves Beret Flash

ENDING the discussion whether soldiers will wear distinctive unit flashes on the black berets to be issued in June, Chief of Staff of the Army GEN Eric K. Shinseki recently decided on a universal flash.

All soldiers will initially wear the universal flash, except for those in units that already have berets, such as ranger, airborne and special forces. These troops will continue to wear their current beret flashes.

The new flash, worn on the left front of the beret, is a semi-circular shield 1-7/8 inches wide and 2-1/4 inches high. It has a "bluebird" background with 13 white stars superimposed just inside its outer border. Officers will wear their rank in the center of the shield.

"The flash is designed to closely replicate the colors of the flag of the commander in chief of the Continental Army at the time of its victory at Yorktown," said Pam Reece, an industrial specialist with the Army's Institute of Heraldry. Reece and other institute staff members created four beret flash designs from which Shinseki made his selection.

The universal flash will eventually be replaced by unit-specific flashes.

Shinseki announced Oct. 17 that soldiers will begin wearing the black beret on the next Army birthday, June 14. He said the beret will symbolize the Army's transformation to a lighter, more deployable force.

"It is time for the entire Army to accept the challenge of excellence that has so long been a hallmark of our special operations and airborne units," Shinseki said. Adopting the be-

ret will be "another step toward achieving the capabilities of the objective force" of Army transformation, he said.

While Army rangers have worn the black beret since the mid-1970s, they have not had a monopoly on the stylish cap. Prior to the rangers adopting the black beret, it was worn by armor troops at Fort Knox, Ky., and others in armored-cavalry units. — ARNEWS

## Washington

### Army Emphasizes Junior Officer Retention

ARMY officials have announced new initiatives intended to reduce the loss of lieutenants and captains.

The initiatives include the activation of a central website for officer issues, electronic polling of the junior officer corps,

## Financial News

### Soldiers to Join Thrift Savings Plan

MILITARY members will be able to create their own retirement nest eggs by using the Federal Employees Thrift Savings Plan beginning next year, DOD officials said.

A portion of the fiscal year 2001 National Defense Authorization Act, signed on Oct. 30, allows service members to participate in the civilian retirement plan, said Navy Capt. Elliott Bloxom, DOD's director of military compensation.

The TSP offers federal civilian employees the same type of savings and tax benefits that many private corporations offer their employees under so-called "401(k)" plans. Money invested in the TSP comes from pretax dollars and reduces taxable income; investments and earnings are not taxed until they're withdrawn.

Active-duty and Ready Reserve service members will have the opportunity to invest up to 5 percent of their basic pay in the plan and all of any special and incentive pays they may receive — including bonuses — up to a total \$10,500 annual limit.

"Right now, we envision that members will be able to enroll in the TSP beginning in October 2001," Bloxom said. "That will mark the start of a special 60-day open season." He estimated service members would actually begin investing by January 2002.

TSP participation is optional and not automatic. Service members who want to sign up or change their investment levels generally would do so during designated "open seasons" — the same as civilian employees.

The TSP currently allows employees to invest in any or all of three mutual funds: a government bond fund, a corporate bond fund and a stock fund.

For more information on how the program works for civilian employees, visit the TSP website at [www.tsp.gov](http://www.tsp.gov). Information pertaining to military members' participation in the TSP should soon also be available at the website. — AFPS

Wayne V. Hall



Pam Reece, an Institute of Heraldry industrial specialist in textiles, displays the final design of the new beret flash.



tracking individual personnel tempo on each officer's record, changes in policies affecting separation, short tour guarantees and the expansion of assignment options.

During the fiscal year that just ended the loss rate of captains increased 2 percent. This was partially offset by a decrease in the loss rate for lieutenants by more than 2 percent, but the overall loss rate for company grade officers in fiscal year 2000 was about 1 percent higher than optimal, officials said.

The new initiatives are the result of work by several task forces established over the past year to assess factors causing junior officers to leave the Army at higher-than-expected rates. The task forces identified job satisfaction, personal and family time, overall well-being,

spouse satisfaction and pay as important considerations for junior officers making decisions to stay on active duty or leave the Army.

A recent directive provides greater opportunities for captains to get the assignments they want following completion of the advanced military schooling known as the Career Course, which officers attend in their fourth year of service. Another recent directive helps junior officers to obtain master's degrees while at the Career Course and provides more flexibility in continuing-education options.

Several institutional factors have contributed to a shortfall of company-grade officers, officials said. During the drawdown period the Army brought fewer lieutenants onto active duty. Any losses within a smaller group



**The Army contract with PricewaterhouseCoopers will provide distance-education for 80,000 soldiers over the next five years.**

have had a more pronounced impact, officials said. As the Army commissioned fewer officers, there was also an increase in the number of captains authorized in units.

The Army last year lowered the promotion time to captain by six months to further balance the requirements.

"The senior Army leadership is very much aware of this situation," said Army Deputy Chief of Staff for Personnel LTG Timothy J. Maude. "The initiatives announced today and others taken in recent months are designed to encourage more junior officers to stay in uniform." — ARNEWS

#### Washington

### Distance Education Contract Awarded

THE Army has awarded a \$453 million contract to PricewaterhouseCoopers to provide distance education for an estimated 80,000 soldiers over the next five years.

The initiative will be implemented over the next year with interested soldiers at Fort Benning, Ga.; Fort Campbell, Ky.; and Fort Hood, Texas. Program registration at these installations was scheduled to start in mid-January.

The initiative will help eligible soldiers obtain college degrees or professional technical certifications while they serve in the Army by providing

such tools as notebook computers and various online courses.

Soldiers signing up for the program will receive a free technology package consisting of a laptop computer, printer, Internet service provider and access to a technology service help desk. The laptop and printer become the soldier's personal property once 12 credit hours have been completed within a two-year window. Course tuition and books are free.

However, there are limitations to registering and keeping the equipment, said Susan Johnson, the program's manager in the Office of the Assistant Secretary for Manpower and Reserve Affairs. Army education counselors will have information on the program.

The consortium created by PricewaterhouseCoopers features an initial set of 25 accredited higher-education institutions. These schools include members of the Servicemembers Opportunity Colleges — Army Degrees program as well as historically black colleges and tribal colleges. The new contractor has also enlisted the support of such high-tech companies as TurboTek Computers, Fiberlink, Precision Response Corporation, Saba, PeopleSoft and Blackboard. More academic institutions and technology companies are expected to join PricewaterhouseCoopers as the program expands. — ARNEWS

## Healthcare News

### TRICARE Benefits Added for Active Duty

ACTIVE duty members and their families should look for major new benefits coming soon in DOD's TRICARE managed-healthcare plan, a senior program official said.

Air Force Col. Frank Cumberland, TRICARE Management Activity director of communications and customer service, said the most publicized TRICARE change in the defense budget, signed Oct. 30, is the opening up of benefits to Medicare-eligible retirees age 65 and older. The coming wave of change, however, won't overlook active-duty members and families.

Some of the benefits being added to TRICARE within the next year include:

- After April 30, active-duty family members will no longer have to make copayments for care from civilian providers.
- In October, family members of active-duty troops in remote locations become eligible for the TRICARE Prime Remote program.
- Within the next five years, DOD will make chiropractic care available to active-duty troops.

TRICARE and health-affairs officials will announce the details of the changes when plans are complete, Cumberland said.

For more information, visit the TRICARE Web site at [www.tricare.osd.mil](http://www.tricare.osd.mil). — AFPS



## Washington

### Help for Pet Quarantine Costs

SERVICE members and DOD civilians are getting help from Uncle Sam when they have to quarantine pets during permanent-change-of-station moves.

The government now provides up to \$275 to help defray the quarantining costs.

The payment is limited to costs associated with quarantining cats and dogs. Cats and dogs transported from the United States to Iceland, Great Britain, Guam and Hawaii are routinely quarantined from 30 days to six months after arrival. — AFPS

## Washington

### Army Offers Free Online Tech Courses

SOLDIERS and DA civilians can continue to take free online information technology courses, thanks to a recently renewed contract between the Army and SmartForce, a commercial computer-based training company.

Since the Army first started offering the service in 1998, its

catalog has grown to offer training on more than 1,100 technical subjects.

"In an increasingly technology-based Army, these courses not only make students smarter at their jobs but give them more marketable skills for future jobs — inside or out of the military," said LTC Tom Loper, the program's project manager.

You can find program information on the web at [www.armycbt.army.mil](http://www.armycbt.army.mil). Courses range from how to use word-processor, database and spreadsheet programs for beginner through advanced users, to 70 certification-preparation courses for systems administrators and computer programmers.

While all the courses are free for registered users, the program does not offer actual certifications. Arrangements for certification testing and associated testing fees — often costing several hundred dollars — must be made through commercial vendors. Links to those vendors are posted on the Army CBT Web page.

Many of the offered courses may qualify for college credit. Loper recommended that those interested in getting college

credit for SmartForce classes check with their local Army Education Services offices to determine which qualify and what costs may be involved.

Currently, the instruction is primarily text-based with some graphics and photos. SmartForce plans to offer streaming video for instructor lectures when available bandwidth is large enough, Loper said. Online mentoring service is also offered on a limited basis.

More than 70,000 registered Army users have used the SmartForce instruction.

Registration must be made on a computer tied into an Army wide-area network using a military domain address. However, once the registration is complete, students may log on with a student number and password at home, a local library or on any other computer connected to the Internet. — ARNEWS

## Financial News

### Back Pay for RC Captains

MORE than 1,500 reserve-component captains may be eligible for nine months to a year of back pay with adjustment of their dates of rank.

This opportunity comes under the second phase of a program to review records of about 6,000 Army Reserve and Army National Guard officers. The first phase affected captains selected by promotion boards that convened from November 1997 through March 1998. Phase II is for captains promoted by boards that met from November 1998 through February 1999.

Officers affected in Phase II should submit applications and documentation to have their records reviewed for possible adjustment of their dates of rank.

The review stems from an oversight that occurred when revised promotion policies were enacted as a result of the Reserve Officer Personnel Management Act, said Maj. Tom Fowler, a personnel policy integrator in the Office of the Deputy Chief of Staff for Personnel.

"When it implemented ROPMA in October 1996, the Army did not grandfather second lieutenant time-in-grade in excess of two years," Fowler said.

As a result, some officers were required to serve eight years as lieutenants, Fowler said, instead of just seven.

The Office of Promotions (Reserve Components) mailed information packets containing all required application forms and instructions. Eligible officers should have already received the packets.

Officers who believe they are eligible under Phase II but have not received their packets should contact the Office of Promotions (Reserve Components), ATTN: TAPC-MSL-N (DOR), 9700 Page Avenue, St. Louis, Missouri, 63132-5200.

Phase III, which will consider officers whose first-time consideration was delayed to the November 1999 through February 2000 boards, is scheduled for early this year. — ARNEWS



# Army Selects IAV

Story by Gary Sheftick and Michele Hammonds

## Interim Armored Vehicle

**T**HE Army has chosen the family of wheeled armored vehicles that will equip the Fort Lewis, Wash., brigade combat teams that are the initial units of the Army's transformation force.

The Army signed a contract with a subsidiary of General Motors to produce 2,131 Light Armored Vehicles over the next six years at a cost just under \$4 billion. The company — GM General Dynamics Land Systems — is the same firm that now builds LAVs, known as the LAV III, for the Marine Corps, Canadian forces, Saudi Arabian military and the Australian army.

The Army's LAV, which should be delivered to the first interim brigade combat teams at Fort Lewis in fiscal year 2002, will be produced in two major variants: the Infantry Carrier Vehicle and the Mobile Gun System.

Configurations of the ICV will include mortar carrier, anti-tank guided missile, reconnaissance, fire support, engineer support, medical evacuation, NBC reconnaissance and commander's vehicles. The MGS and the fire support and NBC vehicles are still in the development stages.

All of the LAVs will be deployable by C-130 and larger aircraft. They will

have a maximum speed of 60 miles per hour and a range of 300 miles on a tank of fuel.

"The vehicle will be swift, easily

maintainable and include features designed

for the safety of our soldiers," said LTG Paul Kern, director of the Army Acquisition Corps and military deputy to the assistant secretary of the Army for acquisition, logistics and technology.

The LAV's armor protection will stop 50-caliber bullets and protect against 152 mm airburst shells, Kern said.

The LAV's tires can be inflated or deflated from inside the vehicle to adapt to surfaces ranging from deep mud

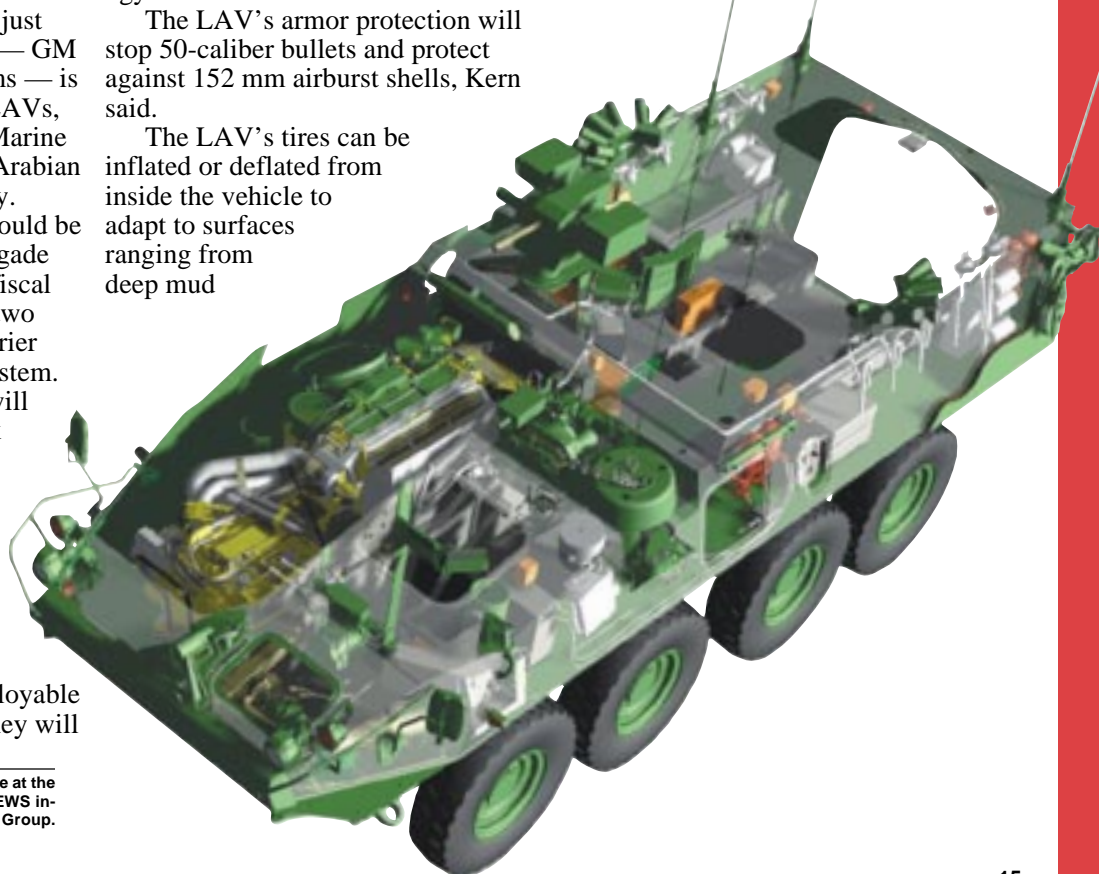
to hardtop, and it has run-flat tires, a built-in fire-suppression system and self-recovery winch, he said.

The vehicles also run quieter than the current armored personnel carriers, increasing their "stealth," and they will reduce logistics costs, making the IBCTs an affordable alternative to today's heavy brigades, Kern said.

One of the Army's transformation goals is to be able to deploy brigade combat teams anywhere in the world within 96 hours, a division in 120 hours and five divisions within 30 days, according to Army Chief of Staff GEN Eric K. Shinseki.

The LAV III is considered an "interim armored vehicle" because it is not the final vehicle that will equip the transformation "objective force" of the future.

"This is not an experimental force," Kern said of the IBCT, "rather it represents a force capable of meeting the needs of regional commanders in chief, while concurrently assisting the Army in developing doctrine to meet 21st-century threats." □



Gary Sheftick is the chief of Army News Service at the Pentagon, and Michele Hammonds is an ARNEWS intern. Illustration courtesy of GM GDLS Defense Group.



Elizabeth Dunay, equal employment advisor at Fort Devens, Mass., and LTC Keith Blowe, a 101st Airborne Division EO advisor, collaborate on a presentation during a workshop at the Orlando training conference.

# Respecting Soldiers

Story and Photos by MSG Bob Haskell

**S**FC Bonnie Lagoda, a 15-year Army veteran, has spent half of her life in the Army. As a military police soldier, Lagoda has twice gone to war — to Panama for Operation Just Cause in December 1989 and to Saudi Arabia for Operation Desert Storm in 1991. And she's savored every moment of the 27 months she's served as a platoon sergeant.

"Tough as nails" could have described her in harsher times. "Mentally tough" characterizes Lagoda well in her considerably different capacity, in this more culturally correct era.

Lagoda is the equal opportunity advisor for a noncommissioned officer academy and drill sergeant school at Fort Leonard Wood, Mo. She advises

her commander on appropriate ways to observe ethnic holidays and to work with soldiers who believe they have been discriminated against because of race or religion, or who feel they have been victims of sexual harassment.

She is among the corps of active-duty and reserve-component soldiers and civilians who are determined to make sure that every soldier and civilian affiliated with the Army, regardless of their gender, race or ethnic background, gets an even break.

Lagoda was among nearly 500 of her counterparts in Orlando, Fla., during the week after Thanksgiving. The Army began the holiday season, and remembered civil rights icon Rosa

Parks, with its third-annual worldwide training conference for its uniformed equal-opportunity and civilian equal-employment practitioners.

"Complexities of Diversity: Analyzing the Depth and Breadth of Equal Opportunity Issues" was the theme for the conference, which mirrored the modern Army. It catered to 249 active-duty advocates serving from Kansas to Korea, to 108 members of the Army National Guard and to 79 Army Reserve soldiers.

The attendees focused on finding better ways to enforce the EO policy that states: "The U.S. Army will provide equal opportunity and fair treatment for military personnel,

MSG Bob Haskell works for the National Guard Bureau Public Affairs Office in Alexandria, Va.



family members and Department of the Army civilians without regard to race, color, gender, religion or national origin and provide an environment free from unlawful discrimination and offensive behavior.”

The policy, updated in 1999, applies on and off Army posts, during duty and nonduty hours, and to all working, living and recreational environments.

Lagoda believes she has benefited from the Army’s emphasis on equality.

A policy change in 1994 that opened up 92 percent of the Army’s career fields to women throughout the active and reserve components made it possible for her to become one of the first direct-support MP, female platoon sergeants in the Army’s rapid-deployment force. She was serving with the 3rd Infantry Division’s 1st Brigade at Fort Stewart, Ga., at the time.

“That was cool. It would never have happened if not for equal opportunity,” said Lagoda, who is expanding her horizons in other ways. She has earned an associate’s degree in criminal justice and is pursuing a bachelor’s degree in human resources.

“When we start breaking glass ceilings, all of a sudden the cream rises to the top,” observed one of the conference’s guest speakers, MG Thomas Plewes, chief of the Army Reserve.

Plewes, Air National Guard LTG Russell C. Davis, chief of the National Guard Bureau, and other guest speak-

ers stressed the importance of sustaining the equal-opportunity effort throughout the Army, so that every soldier has a fair chance to train, and attend schools and earn promotions.

“We owe them the opportunity to compete in a fair environment,” said Davis. “This is about making it a better Army, so the Army can get the most from its soldiers, and so soldiers can get the most from their Army.”

The Army’s diverse nature means the equal opportunity job is never done, said Iris Bulls, the Army’s principal deputy assistant secretary for manpower and reserve affairs.

“We bring in 80,000 active-duty soldiers every year,” she said. “We need people who are effective in dealing with people who are different from them.”

The differences are defined in many ways.

The million-soldier Army marched into the new millennium with a population that is “59.2 percent white, 26.5 percent African American, 7.6

percent Hispanic and 6.7 percent other ethnic groups,” according to the Army’s 2001 posture statement.

It further states that “members of the Army community represented over 150 religious groups.” They come

from the suburbs, the inner cities and rural America. They range in age from 17 to 65. Their educational levels vary from high school equivalency to multiple degrees.

Women make up 15.3 percent of the active Army, 11.3 percent of the Army Guard and nearly 25 percent of the Army Reserve, said LTC Margaret Flott, the women in the Army policy officer.

Those attending the conference recalled such EO

champions as former President Harry S. Truman, who in 1948 ordered the armed forces to provide equal treatment and opportunity to black servicemen, and Rosa Parks, who in 1955 refused to give her seat to a white man on a bus in Montgomery, Ala.

Mostly, however, the equal-opportunity practitioners who have already trained at the Florida-based Defense Equal Opportunity Management Institute explored the nuts and bolts of getting along during workshops dealing with, among other things, “The Reality of Racism” and “Negotiating Equal Opportunity With Difficult People.”

“We are adding tools to their toolboxes,” said BG William Heilman, the conference host and head of the Army’s Human Resources Directorate. “We are stressing the proactive approach at this conference. It’s a lot better to address these issues before they become problems.”

Lagoda knows why that is important after twice going to war.

“We have reduced the size of the Army, but the Army’s focus for winning our nation’s battles is at the squad and team level,” she said. “If we can’t deal with our differences, if we can’t get along, it could affect the outcome of the entire battle.” □



**Patrick MacKenzie, a retired first sergeant, enthusiastically conducts a workshop on managing the diversity of different psychological types.**



**Equal opportunity advisors from throughout the Army got the chance to share opinions and ask questions during the conference, held the week after Thanksgiving.**

# Victory Str

Story and Photos by SSG John Valceanu

*Another milestone of post-Cold War European history was reached as the year 2000 drew to a close.*

**V**ICTORY Strike,” the first large-scale joint and combined exercise between Poland and the United States, was conducted in October at the Drawsko Pomorskie training area in northwest Poland. The exercise involved aviation, air-defense and field-artillery soldiers from both nations. It was also the first advanced aviation-gunnery exercise to take place on Polish soil.

During the exercise, AH-64 Apache helicopters from V Corps’ 11th Aviation Regiment flew day and night live-fire missions, while UH-60 Black Hawk helicopters from the 12th Avn. Regt. flew in support.

The aviators faced an opposing force composed of American and Polish soldiers. Americans included Patriot air defenders from the corps’ 69th Air Defense Artillery Brigade,

**Rockets fly from an MLRS launcher of the 27th Field Artillery Regiment during a live-fire exercise on Poland’s Drawsko Pomorskie training area.**





# ike 2000



**A formation of V Corps AH-64 Apache attack helicopters heads out on another mission. Apaches flew both day and night live-fires during the exercise.**





working with Avenger and Stinger teams from the 1st Infantry Division's 4th Battalion, 3rd ADA Bde. Polish units contributed their own air defense capabilities, including SA-8 anti-aircraft systems which, until a decade ago, were dedicated specifically to shooting down aircraft from the United States and its allies.

Providing suppressive fire for the aviation forces were soldiers from the 1st Bn., 27th Field Arty. Regt., firing Multiple Launch Rocket Systems, and Polish artillerymen firing BM-21 rockets.

COL Thomas Kruegler, V Corps chief of operations, said the exercise had several objectives.

"After Operation Allied Force in Kosovo, we looked at the corps' deep-attack capabilities and asked what we needed to do to improve readiness,

especially our deep-attack aviation capabilities in conjunction with artillery," Kruegler explained.

"To do that, we needed more day and night live-fire training. We also had to incorporate low-level aviation training over long distances," he said. "It's hard to do all that in Europe's central region, so we began to look at other areas and concluded that Drawsko Pomorskie was the right area."

Planners then set out to design an exercise that incorporated a realistic force-on-force and live-fire engagement scenario against a formidable air-defense threat, he explained.

"Our intent was to have the best



attack aviation in the Army as a result of this exercise, and we wanted to take the lessons we learned and share them with the rest of the Army," Kruegler said.

Training in Poland not only provided V Corps with more flexibility in terms of training terrain, but also allowed for the "added bonus" of training side-by-side with Polish soldiers.

"Getting to train under tough, realistic conditions with a new NATO partner is a very good thing," Kruegler said. "This is a great opportunity for us to work with them and engage them as a new ally."

Another benefit soldiers derived from Victory Strike, Kruegler said, was the experience of deploying in the same ways they would for combat.

"Transformation strategy is not just about brigades; it also impacts divisions and corps units. Corps-level units throughout the Army must be able to deploy



**SPC Peter Cobbe of the 57th ADA mans an engagement control station of a Patriot air defense missile system. As part of the opposing force, Cobbe and other air defenders had the unique opportunity to "engage" U.S. aircraft.**







**During the exercise U.S. soldiers had the chance to familiarize themselves with a range of Polish equipment, including this PZL W-3 helicopter.**

rapidly to achieve force projection,” he said.

MAJ Tom Core, a V Corps project officer, said the training benefits derived from the deployment were just as valuable as those obtained from the live-fires.

“A lot of the training during this exercise didn’t have anything to do with carrying an M-16 or firing a missile from an Apache,” Core said. “Logisticians, lawyers, public affairs people, transportation specialists — they all had important roles and



**The Polish 8th ADA Regt. joined U.S. air defenders as part of the opposing force. Here, Polish troops maneuver an SA-8 launcher into position.**



**PFC Edgardo Ramos of the 440th Signal Battalion erects an antenna at the Drawsko Pomorskie airfield. Communications were a critical part of the exercise's success.**





**A Polish soldier guards American ammunition supplies. Teamwork between the two nations resulted in a safe and very successful exercise.**

## Native Speakers

**B**ORN and raised near Krakow, Poland, Konrad Murak immigrated with his parents to America in 1984, when he was 15. A lifelong interest in the military eventually led him to enlist in the U.S. Army as a combat engineer, but he currently works as a mortuary affairs specialist assigned to Headquarters and HQs. Company, 21st Theater Support Command, in Lahnstuhl, Germany. He has been in the Army for eight years and is a staff sergeant.

Exercise Victory Strike brought Murak back to Poland, but not to work in either of his military specialties. Instead, Murak and a few other U.S. soldiers who speak Polish as a native language helped Polish and American exercise participants to understand each other.

"It's a great feeling to speak Polish again," Murak said. "The people are really happy that we're here. They're happy to be part of NATO. And they're very curious about our way of life. They've all seen lots of war movies, but we're the first real American soldiers most of them have seen."

SSG Boguslaw Ksyalak's story is similar to Murak's. He came to the United States in 1990, at the age of 25. Ksyalak settled in Los Angeles and enlisted in the National Guard as a personnel administration specialist. Eventually he changed his specialty to make better use of his language skills and became a Russian linguist and interrogator. Like Murak, Ksyalak has been on active duty for eight years. He is assigned to the 1st Infantry Division's 101st Military Intelligence Bn. in Würzburg, Germany.

"I'm excited to participate in something like this exercise," Ksyalak said. "To do something challenging and real. The Polish soldiers and local population welcomed us, and I'm glad I could be of help. I've really felt needed."

Ksyalak said that when he left Poland he had no idea how rapidly things would change after his country freed from the yoke of communism.

"I came back in an American uniform, and I behave as an American, and I am an American now, but it gives me a good feeling to be here and see the country picking itself up," Ksyalak said. "When I left, I was pretty pessimistic."

Born in Southern Poland, CPT Stanislaw Kolasa arrived in America and settled in Chicago at the age of 13, in 1980. He eventually earned an ROTC scholarship to Loyola University, and was commissioned in the Army Transportation Corps. He is currently assigned to the 39th Trans. Bn. in Kaiserslautern, Germany.

"I've got to translate and do a job as a transportation officer during this exercise," Kolasa said. "I've had some opportunities to talk to Polish officers, and we've developed good, professional relationships. They are a pleasure to work with." — SSG John Valceanu

learned a lot."

SSG Richard Flores, a wheeled-vehicle mechanic from Headquarters and HQs. Detachment, 71st Corps Support Bn., in Bamberg, Germany, described the benefit derived by his soldiers who supported the exercise.

"This lets us know how well prepared we are and what to expect during a real-world deployment," he said. "We've been doing one to three hours a day of unscheduled services. That's a lot of surprises we have to deal with in terms of vehicles developing problems. During training in Grafenwöhr, we normally service only people from our battalion. Here, we're working with people and on equipment from lots of other corps units."

For CPT James Slomka, a UH-60 Black Hawk pilot and commander of Company A, 3rd Bn., 158th Avn. Regt., excitement came out of being able to implement new doctrine that came about following the Army's experiences with Task Force Hawk in Albania. He also said that flying over the Polish terrain added a dimension to the training that is missing in Germany.

"Most of our pilots know Germany's terrain pretty well, and it's easier to navigate there," he explained. "But here it is flat, very flat. There aren't as many terrain features to help the pilots," Slomka said.

The flat terrain also made the aircraft more vulnerable to air defense weapons. Stinger and Avenger teams hid in the woodlines and covered the valleys, where attack helicopters traditionally like to conceal themselves during low-level flights. Meanwhile, U.S. Avenger teams and their Polish



counterparts operating SA-8 anti-aircraft systems worked together to track, target and try to defeat the Apaches.

But it was the artillerymen who had the most opportunity to interact with their Polish counterparts.

“During a weapon exchange we got to fire each other weapons, and that was a blast. The Polish soldiers were very friendly, and were intrigued by us,” said PFC Michael Garrison of Battery B, 1st Bn., 27th FA, based in Babenhausen, Germany. “They always wanted to trade patches or soft caps. They loved to have souvenirs from us. It was a really big deal for them.”

Toward the end of the exercise, Polish and American field artillerymen

met in a restaurant near the training area for a social event that took the form of a banquet. As with many such events, it started off rather formally. Commanders presented each other with plaques and certificates of appreciation. Speeches were made. Soldiers applauded and cheered.

But, when the speeches were over and soldiers gathered together around the banquet table, they began to relax. Americans and Poles found ways to communicate with each other. Through bits and pieces of each other’s language. Through gestures. Through drawings

on paper napkins. And a funny thing happened. As the lights in the restaurant dimmed, it became difficult to tell who was American and who was Polish. It simply looked like the room was filled with a group of friends. □



**U.S. and Polish artillerymen shared a meal and friendship during a banquet held near the end of the Victory Strike exercise.**



**V Corps aviators conduct a mission briefing before departing from Drawsko Pomorskie’s airfield on one of the many live-fire missions conducted during Victory Strike. The exercise gave units from all levels the chance to work in unison.**



# Pay Charts 2001

## 2001 General Schedule Pay Charts

(Not Including Locality Rates of Pay)\*  
Effective January 2001

Grade	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9	Step 10
GS-1	14,244	14,719	15,193	15,664	16,139	16,418	16,884	17,356	17,375	17,819
GS-2	16,015	16,395	16,926	17,375	17,571	18,088	18,605	19,122	19,639	20,156
GS-3	17,474	18,056	18,638	19,220	19,802	20,384	20,966	21,548	22,130	22,712
GS-4	19,616	20,270	20,924	21,578	22,232	22,886	23,540	24,194	24,848	25,502
GS-5	21,947	22,679	23,411	24,143	24,875	25,607	26,339	27,071	27,803	28,535
GS-6	24,463	25,278	26,093	26,908	27,723	28,538	29,353	30,168	30,983	31,798
GS-7	27,185	28,091	28,997	29,903	30,809	31,715	32,621	33,527	34,433	35,339
GS-8	30,107	31,111	32,115	33,119	34,123	35,127	36,131	37,135	38,139	39,143
GS-9	33,254	34,362	35,470	36,578	37,686	38,794	39,902	41,010	42,118	43,226
GS-10	36,621	37,842	39,063	40,284	41,505	42,726	43,947	45,168	46,389	47,610
GS-11	40,236	41,577	42,918	44,259	45,600	46,941	48,282	49,623	50,964	52,305
GS-12	48,223	49,830	51,437	53,044	54,651	56,258	57,865	59,472	61,079	62,686
GS-13	57,345	59,257	61,169	63,081	64,993	66,905	68,817	70,729	72,641	74,553
GS-14	67,765	70,024	72,283	74,542	76,801	79,060	81,319	83,578	85,837	88,096
GS-15	79,710	82,367	85,024	87,681	90,338	92,995	95,652	98,309	100,966	103,623
* INCORPORATING A 2.70% GENERAL INCREASE										

## Monthly Basic Pay Tables

Effective January 2001  
YEARS OF SERVICE

Pay Grade	<2	2	3	4	6	8	10	12	14	16	18	20	22	24	26
COMMISSIONED OFFICERS															
O-10	8518.80	8818.50	8818.50	8818.50	8818.50	9156.90	9156.90	9664.20	9664.20	10356.00	10356.00	11049.30	11103.90	11334.60	11737.20
O-9	7550.10	7747.80	7912.80	7912.80	7912.80	8114.10	8114.10	8451.60	8451.60	9156.90	9156.90	9664.20	9803.40	10004.70	10356.00
O-8	6838.20	7062.30	7210.50	7252.20	7437.30	7747.80	7819.80	8114.10	8198.70	8451.60	8818.50	9156.90	9382.80	9382.80	9382.80
O-7	5682.30	6068.40	6068.40	6112.50	6340.80	6514.50	6715.50	6915.90	7116.90	7747.80	8280.90	8280.90	8280.90	8280.90	8322.60
O-6	4211.40	4626.60	4930.20	4930.20	4949.10	5160.90	5189.10	5189.10	5360.70	6005.40	6311.40	6617.40	6791.40	6967.80	7309.80
O-5	3368.70	3954.90	4228.80	4280.40	4450.50	4450.50	4584.30	4831.80	5155.80	5481.60	5637.00	5790.30	5964.60	5964.60	5964.60
O-4	2839.20	3457.20	3687.90	3739.50	3953.40	4127.70	4409.70	4629.30	4781.70	4935.00	4986.60	4986.60	4986.60	4986.60	4986.60
O-3	2638.20	2991.00	3228.00	3489.30	3656.40	3839.70	3992.70	4189.80	4292.10	4292.10	4292.10	4292.10	4292.10	4292.10	4292.10
O-2	2301.00	2620.80	3018.60	3120.30	3184.80	3184.80	3184.80	3184.80	3184.80	3184.80	3184.80	3184.80	3184.80	3184.80	3184.80
O-1	1997.70	2079.00	2512.80	2512.80	2512.80	2512.80	2512.80	2512.80	2512.80	2512.80	2512.80	2512.80	2512.80	2512.80	2512.80
COMMISSIONED OFFICERS WITH OVER 4 YEARS ACTIVE DUTY SERVICE															
AS AN ENLISTED MEMBER OR WARRANT OFFICER															
O-3E	0.00	0.00	0.00	3489.30	3656.40	3839.70	3992.70	4189.80	4355.70	4450.50	4580.40	4580.40	4580.40	4580.40	4580.40
O-2E	0.00	0.00	0.00	3120.30	3184.80	3285.90	3457.20	3589.50	3687.90	3687.90	3687.90	3687.90	3687.90	3687.90	3687.90
O-1E	0.00	0.00	0.00	2512.80	2684.10	2783.10	2884.20	2984.10	3120.30	3120.30	3120.30	3120.30	3120.30	3120.30	3120.30
WARRANT OFFICERS															
W-5	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	4640.70	4800.00	4959.90	5120.10
W-4	2688.00	2891.70	2974.80	3056.70	3197.40	3336.30	3477.00	3614.10	3756.30	3892.50	4032.00	4168.20	4309.50	4448.40	4590.90
W-3	2443.20	2649.90	2649.90	2684.10	2793.90	2919.00	3084.30	3184.80	3294.60	3420.30	3545.10	3669.90	3794.70	3919.80	4045.20
W-2	2139.60	2315.10	2315.10	2391.00	2512.80	2649.90	2750.70	2851.50	2949.60	3058.20	3169.50	3280.80	3391.80	3503.40	3503.40
W-1	1782.60	2043.90	2043.90	2214.60	2315.10	2419.20	2523.30	2626.80	2731.50	2835.90	2940.00	3018.60	3018.60	3018.60	3018.60
ENLISTED MEMBERS															
E-9	0.00	0.00	0.00	0.00	0.00	0.00	3126.90	3197.40	3287.10	3392.40	3498.00	3601.80	3742.80	3882.60	4060.80
E-8	0.00	0.00	0.00	0.00	0.00	2622.00	2697.90	2768.40	2853.30	2945.10	3041.10	3138.00	3278.10	3417.30	3612.60
E-7	1831.20	1999.20	2075.10	2149.80	2227.20	2303.10	2379.00	2454.90	2529.60	2607.00	2683.80	2758.80	2890.80	3034.50	3250.50
E-6	1575.00	1740.30	1817.40	1891.80	1969.50	2046.00	2122.80	2196.90	2272.50	2327.70	2367.90	2367.90	2370.30	2370.30	2370.30
E-5	1381.80	1549.20	1623.90	1701.00	1777.80	1855.80	1930.50	2007.90	2007.90	2007.90	2007.90	2007.90	2007.90	2007.90	2007.90
E-4	1288.80	1423.80	1500.60	1576.20	1653.00	1653.00	1653.00	1653.00	1653.00	1653.00	1653.00	1653.00	1653.00	1653.00	1653.00
E-3	1214.70	1307.10	1383.60	1385.40	1385.40	1385.40	1385.40	1385.40	1385.40	1385.40	1385.40	1385.40	1385.40	1385.40	1385.40
E-2	1169.10	1169.10	1169.10	1169.10	1169.10	1169.10	1169.10	1169.10	1169.10	1169.10	1169.10	1169.10	1169.10	1169.10	1169.10
E-1 >4	1042.80	1042.80	1042.80	1042.80	1042.80	1042.80	1042.80	1042.80	1042.80	1042.80	1042.80	1042.80	1042.80	1042.80	1042.80
E-1 <4	964.80	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
C/S 12950.70 M/S 4893.60															
NOTE—BASIC PAY FOR O7-O10 IS LIMITED TO LEVEL III OF THE EXECUTIVE SCHEDULE															

## Reserve Pay for 4 Drills

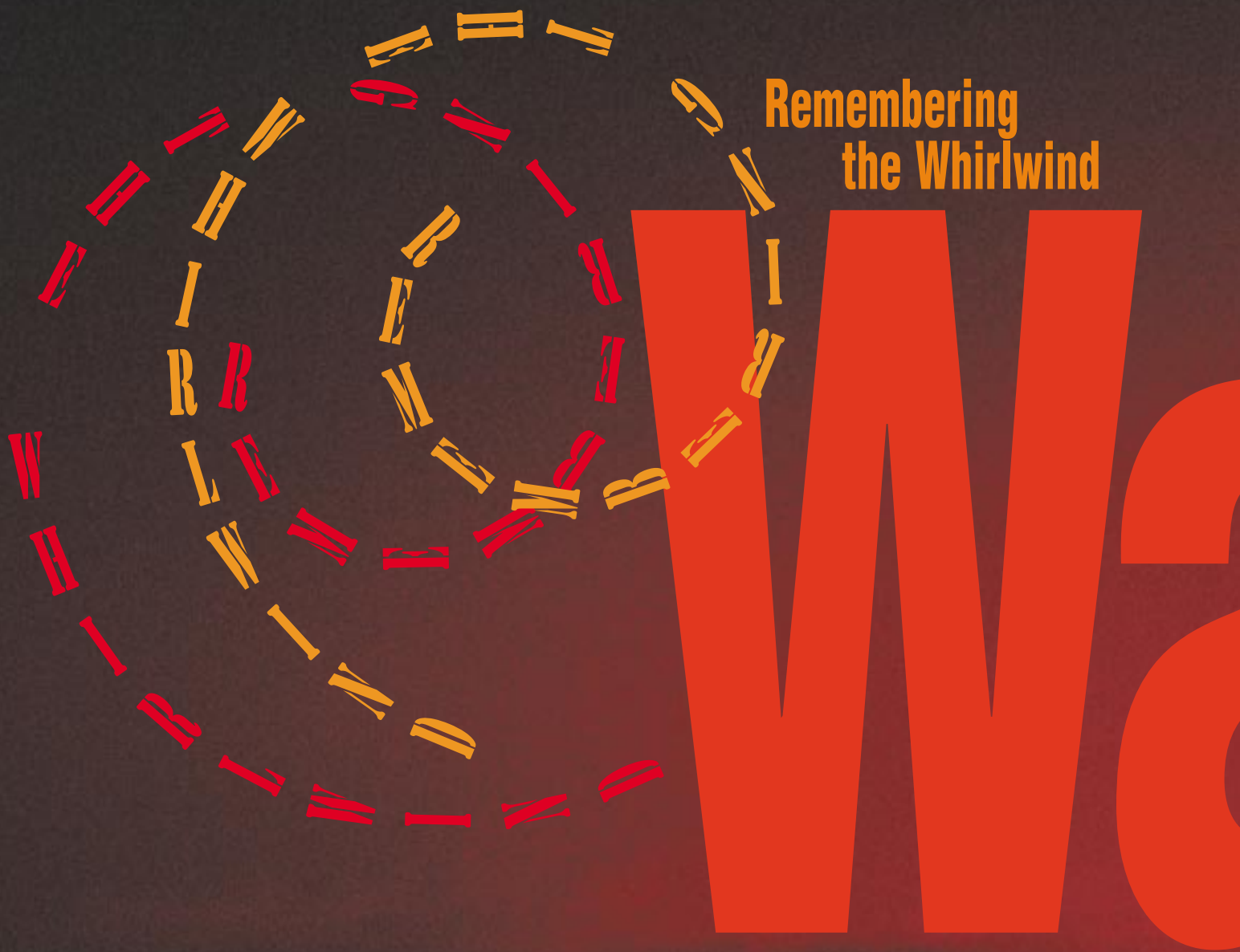
Effective January 2001  
YEARS OF SERVICE

Pay Grade	<2	2	3	4	6	8	10	12	14	16	18	20	22	24	26
COMMISSIONED OFFICERS															
O-10	1135.84	1175.80	1175.80	1175.80	1175.80	1220.92	1220.92	1288.56	1288.56	1380.80	1380.80	1473.24	1480.52	1511.28	1564.96
O-9	1006.68	1033.04	1055.04	1055.04	1055.04	1081.88	1081.88	1126.88	1126.88	1220.92	1220.92	1288.56	1307.12	1333.96	1380.80
O-8	911.76	941.64	961.40	966.96	991.64	1033.04	1042.64	1081.88	1093.16	1126.88	1175.80	1220.92	1251.04	1251.04	1251.04
O-7	757.64	809.12	809.12	815.00	845.44	868.60	895.40	922.12	948.92	1033.04	1104.12	1104.12	1104.12	1104.12	1109.68
O-6	561.52	616.88	657.36	657.36	659.88	688.12	691.88	691.88	714.76	800.72	841.52	882.32	905.52	929.04	974.64
O-5	449.16	527.32	563.84	570.72	593.40	593.40	611.24	644.24	687.44	730.88	751.60	772.04	795.28	795.28	795.28
O-4	378.56	460.96	491.72	498.60	527.12	550.36	587.96	617.24	637.56	658.00	664.88	664.88	664.88	664.88	664.88
O-3	351.76	398.80	430.40	465.24	487.52	511.96	532.36	558.64	572.28	572.28	572.28	572.28	572.28	572.28	572.28
O-2	306.80	349.44	402.48	416.04	424.64	424.64	424.64	424.64	424.64	424.64	424.64	424.64	424.64	424.64	424.64
O-1	266.36	277.20	335.04	335.04	335.04	335.04	335.04	335.04	335.04	335.04	335.04	335.04	335.04	335.04	335.04
COMMISSIONED OFFICERS WITH OVER 4 YEARS ACTIVE DUTY SERVICE															
AS AN ENLISTED MEMBER OR WARRANT OFFICER															
O-3E	0.00	0.00	0.00	465.24	487.52	511.96	532.36	558.64	580.76	593.40	610.72	610.72	610.72	610.72	610.72
O-2E	0.00	0.00	0.00	416.04	424.64	438.12	460.96	478.60	491.72	491.72	491.72	491.72	491.72	491.72	491.72
O-1E	0.00	0.00	0.00	335.04	357.88	371.08	384.56	397.88	416.04	416.04	416.04	416.04	416.04	416.04	416.04
WARRANT OFFICERS															
W-5	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	618.76	640.00	661.32	682.68
W-4	358.40	385.56	396.64	407.56	426.32	444.84	463.60	481.88	500.84	519.00	537.60	555.76	574.60	593.12	612.12
W-3	325.76	353.32	353.32	357.88	372.52	389.20	411.24	424.64	439.28	456.04	472.68	489.32	505.96	522.64	539.36
W-2	285.28	308.68	308.68	318.80	335.04	353.32	366.76	380.20	393.28	407.76	422.60	437.44	452.24	467.12	467.12
W-1	237.68	272.52	272.52	295.28	308.68	322.56	336.44	350.24	364.20	378.12	392.00	402.48	402.48	402.48	402.48
ENLISTED MEMBERS															
E-9	0.00	0.00	0.00	0.00	0.00	0.00	416.92	426.32	438.28	452.32	466.40	480.24	499.04	517.68	541.44
E-8	0.00	0.00	0.00	0.00	0.00	349.60	359.72	369.12	380.44	392.68	405.48	418.40	437.08	455.64	481.68
E-7	244.16	266.56	276.68	286.64	296.96	307.08	317.20	327.32	337.28	347.60	357.84	367.84	385.44	404.60	433.40
E-6	210.00	232.04	242.32	252.24	262.60	272.80	283.04	292.92	303.00	310.36	315.72	315.72	316.04	316.04	316.04
E-5	184.24	206.56	216.52	226.80	237.04	247.44	257.40	267.72	267.72	267.72	267.72	267.72	267.72	267.72	267.72
E-4	171.84	189.84	200.08	210.16	220.40	220.40	220.40	220.40	220.40	220.40	220.40	220.40	220.40	220.40	220.40
E-3	161.96	174.28	184.48	184.72	184.72	184.72	184.72	184.72	184.72	184.72	184.72	184.72	184.72	184.72	184.72
E-2	155.88	155.88	155.88	155.88	155.88	155.88	155.88	155.88	155.88	155.88	155.88	155.88	155.88	155.88	155.88
E-1 >4	139.04	139.04	139.04	139.04	139.04	139.04	139.04	139.04	139.04	139.04	139.04	139.04	139.04	139.04	139.04
E-1 <4	128.64	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
NOTE—BASIC PAY FOR O7-O10 IS LIMITED TO \$1,485.56 LEVEL III OF THE EXECUTIVE SCHEDULE FY2001, Proposed 3.7% Pay Raise Increase NOTE—BASIC PAY FOR O6 AND BELOW IS LIMITED TO \$1,306.68 FY2001, Proposed 2.7% Pay Raise Increase for Level III and Level V LEVEL V OF THE EXECUTIVE SCHEDULE															



**Soldiers** **Online**

## Remembering the Whirlwind



An AH-64A Apache of the 101st Airborne Division is prepped for a mission early in Operation Desert Shield. On Jan. 17, 1991, nine of the division's Apaches fired the first shots of the air-war phase of Operation Desert Storm.



The Apache also played a major role in the ground-war phase of Desert Storm, using its cannon and Hellfire missiles to good effect against enemy armored vehicles, troops and bunkers.



Story by Heike Hasenauer

# air



**A**T 11 p.m. Saudi time on Jan. 16, 1991, nine Apache helicopters and one Black Hawk of the 101st Airborne Division joined a squadron of Air Force special operations helicopters and flew into western Iraq.

At 3 a.m. on Jan. 17, the Apaches launched Hellfire missiles at two Iraqi early-warning radar stations, destroying them. Then, some 100 Air Force jets soared overhead, en route to their bombing mission against Baghdad, Iraq's capital.

The air-war phase of Operation Desert Storm had begun.

Meanwhile, GEN H. Norman Schwarzkopf Jr., commander of U.S. and allied forces in the Middle East theater, penned a letter to his wife and children, sealed it, and told his aide to mail it. Then, according to his autobiography, "It Doesn't Take a Hero," he wrote a short note to his troops.

"Soldiers, sailors, airmen and marines of United States Central Command: This morning at 0300 we launched Operation Desert Storm, an offensive campaign that will enforce United Nations resolutions that Iraq must cease its rape and pillage of its weaker neighbor and withdraw its forces from Kuwait.

"The president, the Congress, the American people and indeed the world stand united in their support for your actions. You are a member of the most powerful force our country, in coalition with our allies, has ever assembled in a single theater to face such an aggressor. You have trained hard for this battle and you are ready. My confidence in you is total. Our cause is just! Now you must be the thunder and lightning of Desert Storm. May God be with you, your loved ones at home, and our country."

The Iraqis retaliated against Saudi Arabia and Israel with Scud surface-to-surface missiles, a weapon that coalition commanders considered militarily negligible because it failed to hit military targets.

By Jan. 25 the Iraqis had fired 20 Scuds at Israel and 24 at allied bases and cities in Saudi Arabia, according to records at the U.S. Army Center of Military History in Washington, D.C.

U.S. Patriot air-defense missile units had launched 60 Patriots to defend coalition military facilities, population centers and industrial sites in Saudi Arabia and Israel; the antimissile system had just been modified by its manufacturer when Desert Storm appeared imminent, said CMH chief BG John Sloan Brown.

MAJ Martin Poffenberger, who works in the International Military Affairs Section at Headquarters, Third Army, at Fort McPherson, Ga., was a captain in the Fort Bragg, N.C.-based 4th Psychological Operations Group during the war.

"We were stationed in Riyadh, Saudi Arabia, with GEN Schwarzkopf's Central Command headquarters," he said.

Poffenberger's unit developed the leaflets that the Air Force dropped over Iraqi troops, encouraging them to surrender.

"When we realized the Patriot missiles were hitting the Scuds that Saddam launched against Riyadh, we felt comfortable going up

# Whirlwind War



**Troops dismount from a Bradley fighting vehicle during the intense training period that preceded the launch of the ground war. The coalition forces' tough and realistic training emphasized mobility, coordination and firepower.**

on the rooftops and watching the light show," Poffenberger said. "It was like watching shooting stars."

After weeks of continuous air attacks on targets in Iraq and Kuwait, and with no indication that Saddam intended to pull his forces out of Kuwait, President George Bush gave Schwarzkopf the go-ahead to launch the largest ground offensive since the Korean War.

On "G-Day," Feb. 24, coalition forces were poised along a front that stretched from the Persian Gulf westward, 300 miles into the desert, said retired GEN Frederick Franks Jr., then a lieutenant general and commander of VII Corps.

Early intelligence reports indicated coalition forces would be outnumbered two-to-one by deeply dug-in Iraqi troops. But Schwarzkopf's tactical plan of deception left a gaping hole in the Iraqi defenses.

He concentrated the initial buildup of troops and attacks along the Saudi border with Kuwait, tricking the Iraqis into thinking the main allied thrust

would come in a valley some 100 miles away, along the Iraq-Kuwait border. To further confuse Saddam's forces, the 1st Cav. Div. moved into position near Kuwait (it later joined VII Corps armored units).

Because the coalition air attacks had virtually eliminated Iraqi intelligence capability, other U.S. forces were able to complete a last-minute undetected "hook" movement to the west.

At 4 a.m. on Feb. 24, 1991, intelligence reports from the Kuwaiti resistance arrived at the war room in Riyadh, Saudi Arabia. "The destruction of Kuwait City by the Iraqis has begun," one report said. Explosions had been reported throughout the city. And the Iraqis had ignited hundreds of oil wells throughout Kuwait.

In darkness, the first marines crossed into Kuwait, with M60 tanks and Cobra helicopters in the lead, Schwarzkopf said. They were followed by thousands of troops in armored personnel carriers and Humvees.

Meanwhile, two brigades of Saudi armor and a brigade of troops from other Gulf countries crossed the border and headed north on the coast road

toward Kuwait City.

Nearly 300 miles to the west, the armored cars of the French 6th Light Armored Div. rumbled across 30 miles of desert into Iraq. With a brigade of paratroopers from the 82nd Airborne Div., they seized the Al Salman air base, Schwarzkopf said.

Thirty miles away, the 101st Abn. Div. prepared to launch a helicopter assault as the 24th Inf. Div. mounted an armored assault into Iraq.

With its more than 300 Apaches, Black Hawks, Cobras, Iroquois and Chinooks, the 101st Abn. Div. prepared to transport an entire brigade — with its equipment and tons of fuel and ammunition — 50 miles into Iraq. By the third day of the ground war, the 101st was 150 miles from Baghdad and had established a huge firebase that allowed attack helicopters to easily strike targets in the Euphrates valley, Schwarzkopf said.

The coalition forces had caught Saddam's forces completely off-guard.

"Our primary force of heavy tanks — more than 1,500 of them — was waiting at the Saudi border,"

Schwarzkopf said. The force had three missions: the pan-Arab corps of Egyptians, Syrians, Saudis, Kuwaitis and other Arabs was to free Kuwait City; the U.S. VII Corps was to destroy the Republican Guard; and the U.S. XVIII Abn. Corps would prevent the Iraqis from escaping through the Euphrates valley.

The 2nd Armd. Cav. Regiment led VII Corps into Iraq after successfully breaching a minefield. The 3rd Armd. Div. and 1st Inf. Div. followed,



delivering finishing blows to the Republican Guard's Tawakalna Div. And the 1st Armd. Div. "just moved right around the enemy," Schwarzkopf said.

The force of some 620,000 soldiers, marines and airmen advanced against an Iraqi force of approximately 540,000 men. The coalition forces advanced into Iraq and Kuwait largely unchallenged, in what Schwarzkopf called "a textbook operation." It stormed 45 miles into Iraq on the first day, exceeding his most optimistic expectations.

"I often reflect on the war," Schwarzkopf said. "My greatest memory is of the end of the first day of the ground war, when LTG Gary Luck, the XVIII Abn. Corps commander, gave me a status report. 'We've accomplished all of our objectives for the day and for day two,'" he said.

"Then I asked about casualties," Schwarzkopf said. "We had one wounded in action, and had captured over 3,000 prisoners. Across the theater, collectively, we had eight dead and 27 wounded, and had taken more than 13,000 prisoners." Luck's initial report was "the first signal that we were going to score a huge victory," Schwarzkopf added.

"Everyone who was there in the desert remembers the incredible blazing lights from the main gun rounds," said retired COL Gregory Fontenot, then commander of the 1st Inf. Div.'s 2nd Bn., 34th Armor. "I don't remember hearing any noise at all, just seeing the enemy tanks on fire and breathing in the acrid odor of ammunition propellant. There was almost a strobe-light effect from the

coupling of smoke, the oil-well fires and the moon.

"I missed the Vietnam War," said Fontenot, now a U.S. government contractor with a Kansas-based company that provides training support and develops doctrine for the Army. "One of my worst fears was always that I'd never have a chance to experience combat until I was in charge of a lot of soldiers. My worst fear came true."

Fontenot remembers being afraid. "It wasn't like when you just escape a head-on collision. It was more an unrelenting dread that something terrible would happen to my unit," he said.

A lack of combat experience wasn't unusual for Desert Storm troops, Fontenot said. At the brigade-command level, many commanders were Vietnam veterans, but of the 10 maneuver commanders assigned to Fontenot's division, only two had served in Vietnam. And only two soldiers in his battalion were war veterans.

"We were, however, all veterans of the National Training Center. And we were very well prepared for combat," said Fontenot.

On Feb. 26 and 27, VII Corps divisions bored into the Republican Guard forces. An awesome panorama of armored and mechanized equipment spanned the desert as far as the eye could see, said Brown, then a lieutenant colonel commanding the 2nd Bn., 66th Armor.

## A Winning Coalition

THE VII Corps, under LTG Frederick Franks Jr., was deployed to the right of XVIII Airborne Corps and consisted of the 1st Infantry Division, 1st and 3rd Armored divisions, the British 1st Armd. Div., the U.S. 2nd Armd. Cav. Regiment and the U.S. 11th Aviation Brigade.

The XVIII Abn. Corps, under LTG Gary E. Luck, held the left, or western, flank with the 82nd and 101st Abn. divisions, 24th Inf. Div., French 6th Light Armd. Div., U.S. 3rd Armd. Cav. Regt., and the U.S. 12th and 18th Avn. brigades.

The U.S. 1st Cav. Div., in reserve, stood ready to enter action with VII Corps as the war ended, after performing covering duties during the days leading up to the assault.

The two corps covered about two-thirds of the front, with three commands holding the eastern one-third, said BG John Sloan Brown, chief of the U.S. Army Center of Military History. The commands were Joint Forces Command North, made up of formations from Egypt, Syria, and Saudi Arabia; Marine Central Command, with LTG Walter E. Boomer's 1st Marine Expeditionary Force — which included the 1st Bde. of the Army's 2nd Armd. Div. and the 1st and 2nd Marine divisions; and Joint Forces Command East, which consisted of units from all six member states of the Gulf Cooperation Council. — *Heike Hasenauer*



Smoke from oil wells blown up by retreating Iraqi forces looms above a battle-damaged apartment building in Kuwait. The Iraqis deliberately damaged many structures throughout the tiny nation they had sought to conquer.



The coalition force included 1,500 tanks, 1,500 Bradleys and other armored personnel carriers, 650 artillery pieces and hundreds of supply vehicles, Franks said in author Tom Clancy's book "Into the Storm."

They "rolled east through Iraqi positions, as inexorable as a lava flow," according to historians' accounts of the war in the CMH-published book, "The Whirlwind War."

Brown's unit "ran into the Iraqis in

the middle of the night on Feb. 27," he said. "My battalion was attached to the 1st Inf. Div. that breached the mine fields to the west of the Wadi al Batin," a long, straight depression that formed the western border of Kuwait. "We were among the first units to advance through the breach and reach the Kuwait-to-Basra Highway," Brown said.

Lead elements of the 1st Inf. Div. earlier breached Iraqi defenses, Brown said. The lead tanks, equipped with mine plows that could unearth the mines and push them aside, cleared and marked lanes, each wide enough for a tank.

Other tanks, equipped with rollers, followed the plows to detonate any mines the plows missed, said Brown. "As we passed through at least a dozen lanes, all you could see was armor, all moving at the same time. And 14 battalions of artillery were firing.

"Our divisional objective was 'Norfolk,'" Brown continued. "That's where the Republican Guard forces were centered. Coalition forces engaged the RG in the western end of Kuwait and the eastern end of Iraq."

Different units had different names for the objective. VII Corps called it "Phase Line Smash," Brown said. The 2nd ACR knew it as "73 Easting."

After the war, it was commonly referred to as "The Highway of Death."

On Feb. 26 and 27 Task Force 2-34 — which included companies A and D of the 5th Bn., 16th Inf., and companies B and C of 2nd Bn., 34th Armor — pursued Iraqi units through miles of desert, joining other American and British units in the Battle of Norfolk.

"It was easily the largest tank battle in the history of war," Brown said. "At no time in World War II were there as many tanks involved in a single battle."

"There were no second chances for the Iraqis as our tanks fired against their T72s and T55s," said Fontenot. "Their tanks exploded immediately into tremendous orange plasma flames.

"Two U.S. soldiers were killed and four wounded in the task force," Fontenot continued. "That was sufficiently horrible enough to last me the rest of my life."

After only 100 hours, some lives would forever be altered. But the war was over, and the Allied coalition had scored a great victory.

CMH records indicate the coalition forces, collectively, destroyed "3,847 of Iraqi's 4,280 tanks, over half of its 2,880 armored personnel carriers, and nearly all of its 3,100 artillery pieces." And "only five to seven of Iraq's 43 combat divisions remained capable of offensive operations. Additionally, the coalition forces had taken an estimated 60,000 prisoners."

By comparison, the best Iraqi divisions destroyed seven M1A1 tanks, 15 Bradleys, two APCs and one Apache helicopter, according to CMH reports.



**Smoke from the hundreds of Kuwaiti oil wells and storage tanks destroyed by the retreating Iraqis blackened the skies, and pooling oil caused widespread damage to the fragile desert environment.**



Defense Department officials announced on March 17 that the first troops, those from the Fort Stewart, Ga.,-based 24th Inf. Div., would redeploy home.

The 100-hour ground war had been the culmination of the fastest overseas deployment of U.S. troops ever — more than a half-million of them. The deployment of troops and equipment had been Schwarzkopf's greatest challenge, he said.

"The Middle East was very far from America, and we had nothing in Saudi Arabia. We had to build up a large quantity of fuel and ammunition, and find a way to house and feed the soldiers. It was a gigantic logistical challenge," Schwarzkopf said.

Retired MSG Greg Mason, now a senior environmental engineer with Third Army, was with the 101st Ordnance Bn., a 2nd Corps Support Command unit out of Germany during Desert Storm.

"We set up two ammunition corps-support activities, each about two miles long by one mile wide," Mason said. "I'd never done anything of that magnitude. It's not something you'll ever see in a field manual. According to doctrine, the ammo area accommodates up to 25,000 short tons. At the height of the Desert Storm buildup, we stored 65,000 tons. And we had 130 trailers per day rolling forward for the 1st Inf. Div. alone."

Numerous other benchmarks characterized Desert Storm and were to have a long-term impact on the "greatest army in the world," Defense Department officials said [*see accompanying stories*]. □

## Kuwait — After the Storm

**A**LONG Kuwait's Dead Goat Road acres of destroyed Iraqi vehicles lie in a graveyard of sorts, as a solemn reminder of war's destruction.

The fate of the vehicles' crews is not known, but the mass of burned, twisted metal attests to the fact that the Iraqis lost the battle. During four long days in February 1991, U.S.-led coalition ground forces demonstrated that tyrants might live, but they won't prosper.

Since the end of the Gulf War, Third U.S. Army has deployed combat forces to the Middle East six times in response to Iraqi aggression.

Today, they're deployed in Kuwait, Qatar and Saudi Arabia, and include a coalition-joint task force in Kuwait.



**Damaged and abandoned Iraqi vehicles line the "Highway of Death." Fleeing Iraqi units were located, targeted and destroyed by relays of coalition attack aircraft.**

and largest prepositioned-equipment stock facility in Qatar. "Prepositioning equipment in the Gulf allows for a much more rapid deployment of troops to the area," said COL Kathleen Dennis, former commander of Army Materiel Command, Southwest Asia.

Many things have changed in Kuwait over the past 10 years, but Third Army's commitment to the region has not, said COL David W. Lamm, commander of ARCENT-Kuwait, which exercises command and control and force protection over assigned and attached U.S. Army forces in Kuwait.

ARCENT-KU also supports the CJTF in the reception, staging and onward movement and integration of personnel.

Once the task force has its equipment, it moves to its training area, known as the Kabal, to begin a four-month rotation and take advantage of the Kuwaiti desert to perform realistic training.

The combined-arms live-five exercise integrates mechanized infantry, armor, artillery, engineer and other supporting units to simulate battle scenarios.

"We're here to demonstrate our commitment to the defense of Kuwait and ensure that coalition forces continue to work together and are prepared to defend Kuwait," said LTG Paul T. Mikolashek, commander of Third U.S. Army and U.S. Army Forces Central Command.

Other units also support the mission in Kuwait. An aviation task force rotates in every six months to provide air support to all military operations and transport high-ranking officials. An explosive ordnance team clears training areas of devices left behind by Iraqi forces, and civilian security personnel safeguard convoys and provide law enforcement.

Before coalition forces battered Saddam Hussein's forces in 1991, President George Bush said: "We are drawing a line in the sand." That line has become a fortress within which coalition forces and civilians are working together to ensure Kuwait's boundaries are not violated, and that the people within its boundaries remain safe. — SPC Chad Jones, 11th Public Affairs Detachment

In its role as U.S. Army Forces Central Command, or ARCENT, Third Army is the Army component to U.S. Central Command. Its area of responsibility includes 25 countries in the Middle East and Southwest and Central Asia.

To better prepare its forward commands for future contingencies, ARCENT recently introduced the Army's newest



Story by Heike Hasenauer

# Lessons of the Storm



**GEN H. Norman Schwarzkopf Jr. (sitting, far left) and Saudi Arabia's LTG Prince Khalid (sitting to Schwarzkopf's left) meet with Iraqi commanders during surrender talks.**

**T**HE ground war in the Middle East ended with a cease-fire at 12:01 a.m. Eastern time on Feb. 28, 1991.

It had lasted less than 100 hours. But numerous landmark events occurred during the war that changed the Army and the way America views its men and women in uniform.

Despite the separations and the weeks of anguish experienced by families at home, America and her allies let out a great sigh of relief — relative to the number of troops and tons of equipment in the combat theater, the 98 U.S. soldiers killed in action represented a surprisingly small loss, said BG John Sloan Brown, chief of the U.S. Army Center of Military History. The Army also reported 105 noncombat deaths.

Washington Post staff writer Rick Atkinson wrote in a September 2000 article: "Of the [nation's] 10 major



**Officials were prepared for many U.S. casualties, and were relieved at the relatively small numbers of dead and wounded.**

wars, this one was the cheapest in blood ... Not since the Spanish-American War, and perhaps never in U.S. history, has the United States waged such a relentlessly successful military campaign.

"The American military, 20 years in the rebuilding after the searing debacle of Vietnam, displayed competence, valor and extraordinary po-

tency," Atkinson wrote.

Coalition forces had been spared Iraqi president Saddam Hussein's threat to annihilate them with chemical weapons. And military health officials, who had anticipated countless cases of infectious diseases, were similarly relieved.

"By the beginning of the offensive campaign, we had more than 20,000 hospital beds available in-country and many thousands more available in Germany and the United States for use by our troops if needed," said retired GEN H. Norman Schwarzkopf Jr., wartime commander of allied forces in the Gulf.

In the end, nonbattle injuries and infectious diseases were lower than in any previous war involving U.S. military personnel, according to officials at the Naval Medical Research Institute in Bethesda, Md.

On another level, the war validated U.S. military equipment capabilities and the training and readiness of its forces, said COL Michael Hiemstra, director of the Center of Army Lessons Learned at Fort Leavenworth, Kan.

The Air Force won acclaim for eliminating targets and battering Iraqi troops before the ground war.

And the performance of America's "cutting edge" technologies — from the F-117 "Stealth" fighter, Patriot missile system, M1A1 Abrams tank, Bradley fighting vehicle and AH-64 Apache helicopter, to night-vision and electro-optic devices — "demonstrated that the investment in those systems was the right decision,"





**Soldiers board a Saudi Arabia-bound ship. The Desert Shield buildup exceeded the numbers deployed to Vietnam.**

Hiemstra said.

Between August 1990 and March 1991 the United States deployed 697,000 troops to the Persian Gulf for the six-week war with Iraq. The buildup of military might exceeded the numbers deployed to Vietnam and was completed in months.

"There's no question that Desert Shield and Desert Storm were a deployment wake-up call," said CALL senior Combat Training Center analyst Rick Bogdan. "The fact that we had six months to deploy so many troops and so much materiel will

probably not happen again," but the fact that it happened caused the Army to rethink its positioning of stocks.

Prepositioning equipment afloat took on a new urgency after the war, as America realized it could be called to any part of the world to fight or keep the peace, Bogdan said. The latter realization led to the current emphasis on Army transition, to create a lighter, faster, more capable force.

Desert Storm "was also the best exercise of our plans for Reserve and National Guard mobilization for combat," said Lon Seglie, CALL's deputy for lessons learned.

At the start of the air-war phase of Desert Storm, President George Bush authorized the call-up of 1 million reserve-component soldiers for up to two years. In August, he had authorized the first call-up of selected Reservists for 90 days. He later extended the call-ups to 180 days. Eventually, more reserve-component soldiers were part of the U.S. force in the Gulf War than in any other war, historians said.

"We found out soon after we moved the Guard and Reserve through mobilization points that there were tremendous differences between how the Army's personnel-management system worked for active-duty and reserve-component soldiers," Seglie said. "In a number of cases the families of Army Reserve and National Guard soldiers weren't paid in a timely manner. The Army has made major advances toward correcting the pay process."

In the tactical arena, emphasis has been placed on improving soldiers' ability to identify friend or foe, to minimize "fratricide" in combat, said CALL spokesman LTC Marv Decker.

The M1A2 tank, as an example, has been fitted with a system to improve crewmembers' situational awareness.

On the home front, the war rallied Americans in a common cause, igniting feelings of patriotism and support for the military that hadn't been demonstrated in America in more than a half-century, Brown said.

Across America, and at U.S. military installations overseas, communities set up support and information centers to help families at home cope. Pentagon public affairs staffers manned a Desert Storm hotline to answer queries from anxious and fearful families and loved ones.

Restaurants gave free food to military support groups, and businesses everywhere contacted service representatives to see what they could send to the Gulf, or to military installations in the rear, to help out.

Earlier, during Operation Desert Shield, the build-up phase for the war, businesses shipped everything from reading materials and sports equipment to stuffed animals and sweets. And thousands — including school children and grandparents — wrote letters addressed to "any service member," to boost morale and let soldiers know "America is behind you all the way."

At the same time, Desert Storm gave America national military heroes: besides Schwarzkopf, they included then-chairman of the Joint Chiefs of Staff GEN Colin Powell and then-Secretary of Defense Richard B. Cheney.

But the war wasn't without its negative side. The years immediately following Desert Storm saw debate over a number of issues, among them women in combat, Reserve readiness, downsizing the Army and "Gulf War Syndrome."

In response to the issue of women in combat, in October 1994 Defense Secretary Les Aspin rescinded the "risk rule" barring women from combat units and certain high-risk support units. That move opened an additional 7,000 jobs — among them more aviation positions — to active-duty female soldiers, plus 1,000 in the Army Reserve and 10,000 in the National Guard. □



**GEN Colin Powell was chairman of the Joint Chiefs of Staff during the war, and GEN H. Norman Schwarzkopf led U.S. Central Command.**



**The nation rejoiced when Desert Storm ended. Events like the jubilant ticker-tape parade in New York City welcomed the troops home.**



**Developed on Johnston Island (main picture), the gimbal cam socket (inset) effortlessly unthreads the fuse adapter of 155mm and 8-inch chemical projectiles.**

## Innovation Clears Path for Chemical Weapons

LOCATED in the Pacific Ocean 845 miles southwest of Hawaii, the Johnston Atoll Chemical Agent Disposal System is a fully integrated chemical weapons disposal facility. Over the past 10 years, more than 407,000 munitions and 2,005 tons of chemical agent have been destroyed there.

Army engineers encountered a roadblock, however, during the destruction of some 42,000 projectile casings containing nerve agent. During the processing of GB (sarin) 155mm projectiles, JACADS' automatic equipment could not remove the fuse adapter on some of the munitions.

To avoid processing more than 6,000 munitions individually, the engineers decided to

modify the disassembly machine. The result was the gimbal cam socket, a direct replacement assembly for the hydraulic chuck.

The gimbal cam socket effortlessly unthreads the fuse adapter of 155 mm and 8-inch projectiles, an operation critical to disassembling the munitions into separate parts for disposal.

The invention "is responsible for helping us beat the baseline incineration schedule by 17 days," said Gary McCloskey, JACADS project manager.

The socket provides the solution to the exacting requirements of the automated disassembly machinery. Similar to the rubber pad used to twist lids off stubborn jars, it uses grip and pressure to fit every projectile, whether or not it is positioned exactly within the automated disassembly machinery.

Full-scale testing demonstrated that the socket simplified the unthreading operation, reduced cycle time, lessened maintenance time and nearly eliminated munition rejects.

As of November, JACADS had successfully completed destruction of 98.7 percent of its original chemical weapons stockpile, totaling approximately 4.01 million pounds of chemical agent, all of it located on Johnston Island. The Army is currently working with several federal agencies to plan the closure of the facility.

"This is the Army's highest achievement in the chemical-stockpile disposal project yet — the closure of its first chemical-weapons disposal facility," McCloskey said.

Because of its success, the

**Schofield Barracks has been aggressive in removing cleaning solvent contamination from its underground water supply.**

gimbal cam socket will be used at other chemical agent disposal facilities. — *Program Manager for Chemical Demilitarization*

## Schofield Barracks Off Superfund List

THE Environmental Protection Agency has deleted Schofield Barracks, Hawaii, from the National Priorities List for Superfund cleanup sites. The deletion marks the first time an entire Army installation has been deleted from the nationwide list.

Schofield Barracks is only the 10th federal facility deleted from the NPL since the Superfund was established in 1980. The list identifies sites that appear to present a risk to public health and welfare or to the environment.

Schofield Barracks was placed on the list in 1990 due to the presence of trichloroethylene, a common cleaning solvent, in the underground water body the post uses as its drinking-water source.

Schofield Barracks stopped using the wells when TCE was discovered in 1985, and the Army immediately sought ways





to remove the contaminant.

In September 1986 the Army built an air-stripping facility to remove the TCE from its drinking water. As another part of the clean-up remedy, the Army improved the cover over a 40-acre landfill and implemented a maintenance and groundwater-monitoring program for the site.

"The EPA and the Hawaii Department of Health have determined that the remedial action has been successfully executed and that the site poses no significant threat to public health or the environment," said Jon Fukuda, installation restoration program manager with the U.S. Army, Hawaii, Directorate of Public Works.

Cooperation among EPA, the Hawaii Department of Health and the Army made a rapid, cost-effective resolution possible, said James Daniel of the U.S. Army Environmental Center, who was project manager for the Schofield Barracks program and later oversaw the corrective action for USAEC's Environmental Restoration Branch. USAEC also provided geological and chemical expertise for the project, demonstrat-

ing to EPA, through groundwater flow modeling, that the TCE is contained.

Superfund, established in December 1980 by the Comprehensive Environmental Response, Compensation and Liability Act, gives broad federal authority to respond directly to releases or threatened releases of hazardous substances that may endanger public health or the environment. It takes its name from a trust fund used to clean up sites when no responsible party can be identified. — *Neal Snyder, U.S. Army Environmental Center*

## Vinyl is Thrifty Alternative to Steel

SINCE the U.S. Army Corps of Engineers first drove sheet piling, steel has been the material of choice. Now the New Orleans District has pioneered the use of vinyl sheet piling to replace steel in applications such as seepage cutoff walls.

John Bivona, chief of NOD's cost-engineering branch, said that the money-saving uses of the vinyl sheet pilings might still

be unknown if not for the insight of Wade Wright, a civil-engineering technician. Wright came up with the idea in late 1997 as he searched for an alternative to cold-rolled steel, which tended to allow seepage.

One reason vinyl is a good alternative to steel is because it features an I-beam locking system that resists separation once placed in the ground and provides a tighter seal against water seepage.

Vinyl sheet piling has at least three cost-saving benefits, Bivona said: It's much less expensive per square foot than steel sheet piling; it's lighter than steel, which means lower transportation costs and savings on heavy-lifting equipment; and installation equipment for vinyl piling is lighter and less expensive.

By using vinyl sheet on five recent projects, NOD's engineering division has realized an accumulated savings of about \$100,000, Bivona said. "This amount may seem small, but it represents a significant beginning, since the majority of

flood control projects require seepage cutoffs," he said.

The vinyl sheet pilings are made of modified polyvinyl chloride, a plastic that can be placed in the same environments as steel, said Peter Manning of Materials International in Atlanta, the company that won the bid on the first NOD project using vinyl sheets. And vinyl, unlike steel, does not corrode when exposed to the elements, he said.

Yet, vinyl is not expected to replace steel completely. Its biggest disadvantage is that it can't be used in applications that require an ability to withstand extreme weight, Wright said.

The future of vinyl sheet piling in Corps projects depends on using it selectively. Bivona said about a dozen new Southeast Louisiana seepage projects will use vinyl sheet pilings, and that further applications are being explored. These include floodwall, slope stabilization and channel lining projects. — *Maurice Ruffin, USACE New Orleans District Public Affairs Office*

# ORDER EARTH DAY 2001 POSTERS NOW

EARTH DAY is being celebrated this year on April 22. Our theme for Earth Day 2001 is **"Transforming the Army... Sustaining the Environment."**

Now is the time to plan for Army Earth Day.

As it does every year, the U.S. Army Environmental Center will provide information and planning materials for your installation's local Earth Day activities. Go to USAEC's Web site at <http://aec.army.mil> for ideas, resources and order forms for this year's Army Earth Day poster. Or contact Ms. Deborah Elliott by phone at (410) 436-1272, (DSN) 584-1272 or by e-mail at [Deborah.Elliott@aec.apgea.army.mil](mailto:Deborah.Elliott@aec.apgea.army.mil).

ARMY \* EARTH \* DAY \* 2001



Please send your contributions or questions to Cynthia Houston, National Outreach Team Leader, U.S. Army Environmental Center, 5179 Hoadley Road, Attn.: SFIM-AEC-PA, Bldg. 4415, Aberdeen Proving Ground, MD 21010-5401, or e-mail [Environmental.Front@aec.apgea.army.mil](mailto:Environmental.Front@aec.apgea.army.mil). Houston may be reached by phone at (410) 436-1270 or (DSN) 584-1270.

*"Everywhere I go people recognize me, but it's given me a wonderful opportunity to play a major role in improving the quality of people's lives."*

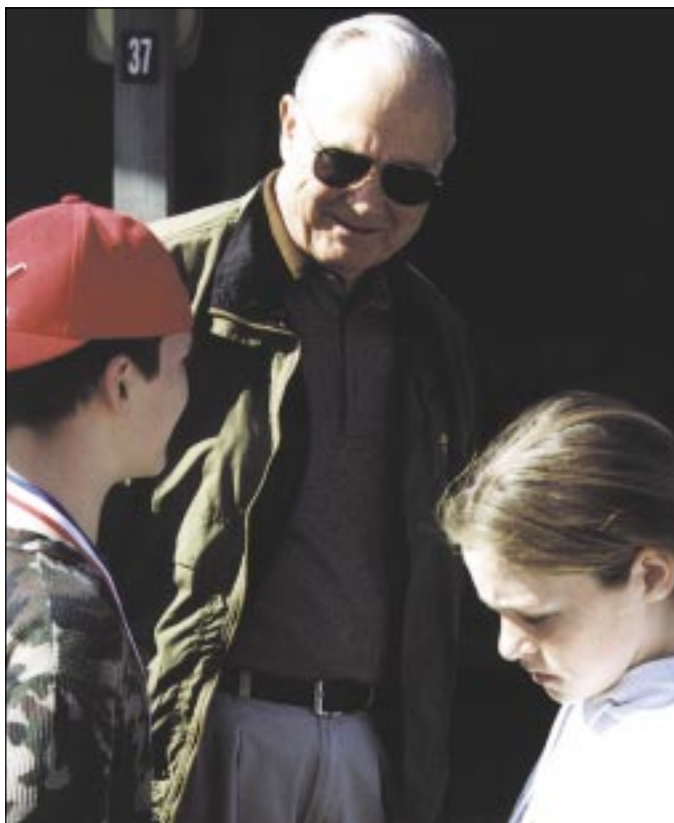
**R**ETIRED GEN H. Norman Schwarzkopf Jr., commander of all U.S. and Western coalition forces during the Gulf War, today works to raise money for numerous charitable organizations.

Schwarzkopf founded the Tampa, Fla.,-based company, Black Summit, 10 years ago, deriving the name from his own. "It's a loose translation of the German 'Schwarzkopf,' which means black head, or black top," he said. Employees at Black Summit basically handle scheduling aspects of his life.

"Privacy is a thing of the past for me," said Schwarzkopf. "Everywhere I go people recognize me, but it's given me a wonderful opportunity to play a major role in improving the quality of people's lives."

Among the many charities he supports is "Boggy Creek," a Florida camp for seriously ill children, located near Orlando, which he cofounded with actor Paul Newman 10 years ago.

Schwarzkopf helped collect \$13 million for the "Miami Project," a leading international research program in the areas of spinal cord and brain injury that's affiliated with the University of Miami School of Medicine. And he co-chairs "Starbright" — an organization that develops new projects to improve the quality of life of seriously ill children and teens — with director Steven Spielberg.



**Schwarzkopf: After the Army, helping the world's kids.**

Among its programs is an interactive computer network that allows hospitalized children across the nation to communicate with "a community of their peers," to exchange stories about their illnesses and treatments, and to help each other cope, Schwarzkopf said. "The computer banks have been installed in 99 hospitals in the United States." — Heike Hasenauer

**T**HE 37-foot sailboat *Endurance* "is big for a weekend pleasure boat, but small for a family of four," according to 598th Transportation Group operations officer **CPT Bleu Hilburn**. He shipped the boat to the Netherlands as household goods when he learned he'd be stationed in the port city of Rotterdam, and the Army reimbursed him \$9,000 of the \$11,000 expense.

A 1992 Merchant Marine Academy graduate who sailed the North Sea as a cadet and a former member of an Army boat company, Hilburn plans to live on the boat moored at Rhoon Marina, 25 kilometers from work, with his wife, Nancy, and their 7-year-old daughter, Mecho, and 5-year-old son, Cofi, for three years.

To an outsider, it seems an unlikely goal.

The Hilburns have never lived on a boat before. "We sailed a little in Virginia," Nancy said. "Going from sailing once or twice to living on a boat is interesting."

"When we sail, the toys and books must be stored in the trunk of our car," Bleu said. Otherwise, they're located under the boat's "living room" deck seats. Accommodations are tight, to say the least — a bunk for the kids, a bunk for the parents, a tiny "head," a tiny cooking area and a tiny living room. The couple does the family laundry at the headquarters building.

"Being in such close quarters, without all kinds of 'stuff' around you, forces you to spend quality time together, and enjoy what's available outside your home," Nancy said.

Long-range plans for sailing across the Atlantic and taking smaller journeys to England, Norway and down the coast of France, fill some of the family's leisure time. But mostly, they watch DVD movies on a computer screen and listen to the radio and books on tape. "We read more to the kids, too," Nancy said, "and we take advantage of a swim club and sports center right across from the harbor."

Socializing with about a half-dozen other couples who live in the marina — most of them retired Merchant Mariners who share tremendous knowledge of boats and the sea — is a pleasant pastime, Nancy said.

At the moment, they're content with the lifestyle, Bleu said. "We're not confined to the marina or dependent on other people to get around." The family's bikes are parked at the marina's bike rack, and its two old cars are parked in the parking lot.

A diesel heater warms the boat, and there's a hot plate for cooking and a freezer for food storage. "Because we have only one burner for cooking, we've





Heike Hasenauer

**The Hilburns: Living aboard in the Netherlands.**

simplified our meals," Nancy said. She often prepares stews and other one-pot meals accompanied by fresh salads and produce. "We take vitamin supplements, too, because we're very conscious about getting the vitamins we need.

"You adapt. You make the most of what's around you — that includes appreciating the people around you," Nancy said. "We can't go into town now without running into people we know." Much of it's due to Cofi's attendance at the local Dutch school, said Nancy, who accompanies him by bike to and from the school daily. The school bus picks up Mecho at the marina gate.

In a very short time, the pieces have fallen into place, Nancy said. "Initially, the transition from house to boat was most difficult for Cofi, who once had a room full of toys. Now, he plays with lots of toys in other people's homes. And he's satisfied with that.

"Now, he and his friends come here and play pirate on the boat. The boat is a big toy to him, and all his friends want to see it," Nancy said. — *Heike Hasenauer*

**S**IX retired Army generals, who held corps and division commands during the Gulf War, recently gathered at the U.S. Military Academy at West Point, N.Y., to participate in a senior leadership panel for the benefit of the academy's Class of 2001.

The seminar provided a forum in which the generals addressed potential ethical dilemmas prospective new leaders will encounter when they prepare for and conduct operations, said COL Mike Haith, director of the academy's Center for the Professional Military Ethic.

**GEN Frederick Franks**, VII Corps commander during Operation Desert Storm and the CPME's visiting chair, helped reunite **GEN John H. Tilelli Jr.** (Desert Storm 1st Cavalry Division commander); **LTG Paul E. Funk** (3rd Armored Div.); **LTG Ron Griffith** (1st Armd. Div.); **LTG James H. Johnson Jr.** (82nd Airborne Div.) and **LTG Thomas G. Rhame** (1st Infantry Div.).

Each commander spoke to successive groups of approximately 60 cadets about their experiences in the Gulf War, the role of a second lieutenant, and the

principles of leadership.

Franks said the CPME, besides teaching cadets what it means to be an Army officer, helps to develop cadets' understanding of themselves, "so they can continue developing their own professional military ethics throughout a lifetime and career in service to the nation."

"The focus is not solely on cadets," said Haith. "Part of CPME's charter is to promote its concepts across the Army."

USMA officials and others are currently planning how to do that. Incorporating the concepts Armywide could be done by promoting writing awards, both at West Point and at various Army schools, Haith said.

Franks said he hopes similar seminars can be held each semester at West Point, and he plans to encourage other commissioning sources to meet at the acad-



Jim Fox

**Desert Storm generals at West Point: Funk (center) emphasizes a point while Franks and USMA senior cadets listen.**

emy in the future.

Cadet 1st Class Kelly Green, the academic officer for her cadet company, said she was glad that CMPE organized an event that brought so much experience from the Army to West Point.

"To hear these real-life generals was touching," Green said. "They should do it every year. It is well worth it." — *Jim Fox, USMA Public Affairs Office*

*The generals addressed potential ethical dilemmas prospective new leaders will encounter when they prepare for and conduct operations.*

# On Duty in the NET





# HERLANDS

Story and Photos by Heike Hasenauer



**T**HE U.S. Army maintains fewer than 2,000 soldiers in the Netherlands. But there's nothing small about Dutch regard for the U.S. force.

In the province of Limburg, the tri-border region where Belgium, Germany and the Netherlands meet, the Dutch people especially love Americans. "It was the Americans — and only the Americans — who liberated Limburg from the Germans during World War II," said Rita Hoefnagels, a spokeswoman for the Schinnen-based 254th Base Support Battalion, the only remaining U.S. military support base in the Netherlands.

The people of Limburg show their appreciation several times each year, she said, by hosting special military-related events, including annual Liberation Day celebrations; Memorial Day services at Margraten U.S. Military Cemetery; and Christmas Eve services inside a Maastricht cave honoring soldiers who fought in the Battle of the Bulge.

Recently, in Eygelshoven — home to Headquarters, Combat Equipment Group-North — the local community honored two 30th Infantry Division veterans who helped liberate South Limburg in September 1944 *[look for a related article in an upcoming issue]*.

The Dutch affection for Americans is evident, too, at a small village outside Rotterdam, where the people wholeheartedly welcome a 598th Transportation Group soldier and his family who live among them in a tiny marina, aboard a 37-foot sailboat *[see this month's Focus on People]*.

And in the northeastern corner of the country, eight U.S. soldiers assigned to the Army's Combat Equipment Base-Vriezenveen live with their families among their Dutch hosts, and some of their children attend an international school housed in an 18th-century castle *[see related story]*.

In a land renowned for its canals, windmills

**SFC Ron Lewis, a quality-assurance inspector at Combat Equipment Base-Vriezenveen, visits the community's 19th-century windmill with his wife, Nikki, and their son, Samuel.**

and wooden shoes, there's much more than meets the eye. Soldiers who have the opportunity to live and work in Holland say duty here is like a reward for other, tougher tours.

In Schinnen, about 30 minutes from Maastricht, Ziek Kaserne lies nestled at the end of a quiet country road.

The only route to the tiny Army installation runs parallel to the railroad tracks that transport passengers to and from the nearest civilian station, Heerlen.

Ask residents where the 254th BSB is located, and they'll be able to tell you. Many still refer to the site as the Old Emma Mine complex.

The kaserne was the site of Shaft 4, a mineshaft that ran 6.5 kilometers from Schinnen to the Emma Mine in Hoensbroek. Its construction lasted 10 years, from 1946 to 1956. Coal production ceased in 1965, after only four years, when Dutch engineers discovered large quantities of natural gas. More than 45,000 workers and families were affected when the Limburg-area mines closed, said Hoefnagels.

Then, in 1967 — after France withdrew from NATO and asked Allied Forces, Central Europe, to leave — the former AFCENT relocated to the Limburg area, as did its support element.

In 1969, the AFCENT Support



**The fabled tulips of Holland are among the delightful sights enjoyed by soldiers and family members fortunate enough to live and work in the Netherlands.**

Activity relocated again, this time from Heerlen to the Shaft 4 site, where it's been ever since.

Today, the 254th BSB provides quality-of-life support to U.S. military personnel, Defense Department civilians and their families.

That support is extended to some 6,500 people in the Netherlands, Luxembourg, northwestern Germany and a small portion of Belgium, said battalion operations officer MAJ Lawrence Jones.

It's a big job for the BSB's 265 employees — among them fewer than 50 soldiers, half of whom are MPs, Jones said.

The 254th operates facilities in Schinnen that include a new vehicle

processing center, post exchange, commissary, shoppette, outdoor-recreation center, fitness center, bowling center, Army post office and adventure center.

The latter offers soldiers and families opportunities to play sports, plan leisure tours and participate in sponsored trips to Europe's tourist destinations, said adventure center manager Rob Kent.

The BSB is also responsible for services and facilities in nearby Treebeek, and at the Regional Headquarters of Allied Forces North, in Brunssum.

No on-post, U.S. government housing is available in the Netherlands, so the 254th BSB's Directorate of Public Works manages leased quarters, overseeing a wide range of contracts and a large amount of real property, said MSG David Sobczak, DPW NCOIC.

As liaison between property owners and renters, Sobczak attends to everything from noise complaints to rental agreement negotiations in four countries.

Besides caring for its own, the 254th BSB provides logistical support for units passing through the region during contingency operations. The battalion's MPs provide security at marshaling areas, sea- and airports, and at support centers.

"When a unit moves to Kosovo, for

## U.S. Army Units, Netherlands

**T**ODAY, the U.S. Army presence in the Netherlands includes soldiers assigned to the 254th BSB; Regional Headquarters, Allied Forces, North Europe (formerly Allied Forces, Central Europe), in Brunssum; HQs., Combat Equipment Group-Europe, in Eygelshoven, with two of its subordinate combat equipment bases in Europe, one at Brunssum, the other in Vriezenveen; Allied Command, Europe, Communications-Information Systems Contingency Assets Battalion, in Maastricht; and the U.S. Military Traffic Management Command's 598th Transportation Group in Rotterdam. — *Heike Hasenauer*



**Among the 50 soldiers assigned to the 254th BSB in Schinnen is SSG James Milner, seen here checking MP reports.**



# Equipment on Call

Story and Photos by Heike Hasenauer

## Brunssum

**A**T Combat Equipment Base-Brunssum, seven soldiers among a work force of 250 Dutch nationals ensure that equipment that may be needed by soldiers in the field remains in top-notch condition for shipment anywhere in the world at a moment's notice.

The unit recently tested its speed and proficiency at "loading, locking and arranging transportation for shipment of equipment," said SFC Jefferson Davis, an automotive quality-assurance inspector.

That exercise is critical, given CEB-BR's mission to receive, fix, store and configure Army materiel and get it to the soldiers who need it in a timely fashion, said property book officer CW2 Rodney Sims.

The stocks are stored in 20 humidity-controlled warehouses on 124 acres of land, Sims said. Together, the structures provide 1 million square feet of space and house everything from tool kits to heavy equipment. Among more than 500 line items stored and maintained at the site are a variety of small arms, M88A1 recovery vehicles, Humvees and 2.5- and 5-ton trucks.

"This is a contract operation," with

example, our MPs pull guard on their equipment while other BSB soldiers and civilians contract for meals and rooms," said 254th BSB CSM Everett Mason.

"We have the least number of people covering the largest land mass in all of U.S. Army, Europe," said CPT Julie Spires, the 254th BSB provost marshal.

MPs in the Netherlands deal directly with the Dutch local police and the Dutch military police, the *Koninklijke Marechaussee*, she added.

"Under the Status of Forces



**SFC Jefferson Davis, a CEB-BR automotive quality-assurance inspector, checks an M577 command vehicle to ensure it's ready for the field. The facility's seven soldiers and 250 Dutch nationals keep the equipment in top condition.**

Dutch Ministry of Defense civilians who are similar to wage-grade employees in the states, said Sims. "The soldiers who work here are quality-assurance personnel."

Armament maintenance supervisor SFC Eric Massie gives the final OK that the small arms and fire-control systems repaired by CEB-BR's Dutch technicians are up to standard.

"We represent the Army standard to the Dutch, who actually perform what's called 'direct support-general support maintenance,' that is, repairing and replacing parts," Davis said.

The facility has 28 maintenance bays with painting and derusting capabilities, and an on-site metallurgy shop to produce many small parts no longer in the Army inventory.

Agreement, we don't have any exclusive jurisdiction until the *Marechaussee* releases it to us," she said. "We're here more as liaisons to the host nation and as community security for the U.S. contingent."

Another MP concern is that drugs like marijuana, although not legal, are easily available in the Netherlands, said Spires.

SSG Andrew Dawn has been in the Netherlands for about a year. Earlier, he was assigned to a field artillery unit in Baumholder, Germany.

"Here, I'm dealing with more

paperwork than I've ever seen," said Dawn. "I'm much more relaxed, physically. But there are more mental challenges."

Dawn's wife, SPC Anitra Dawn, is a wire systems installer with the Allied Command, Europe, Communications-Information Systems Contingency Assets Bn. in Maastricht.

The couple and their three children live in Landgraaf, equal distance from their separate job locations — about a 25-minute drive for each. The two youngest children attend Dutch daycare, and their 7-year-old attends



**Davis inspects a two-and-a-half-ton truck being worked on in one of CEB-BR's 28 maintenance bays. Each has painting and derusting capabilities, and an on-site metallurgy shop can produce many small parts no longer in the Army inventory.**

Mechanics service about 40 vehicles a day, doing everything from minor adjustments to engine replacements, Davis said. Upon completion, each vehicle undergoes roughly an hour-long QA inspection.

"The Dutch exhibit an excellent work ethic," said COL Tom Palmer,

commander of Headquarters, Army Materiel Command Combat Equipment Group-Europe. "They understand the importance of where the equipment is going, and they know that our soldiers will depend on it."

Before it leaves the site, equipment undergoes three to four inspections.

The soldier who performs the final maintenance-supply check signs off on the vehicle.

"We're the last line of defense between that vehicle and the soldiers in Kosovo who will depend on it," said materiel management NCO SFC Taylor Njagu. "So we take our work very seriously."

"Most of the equipment we receive comes from units in Europe that were inactivated, and from units rotating into and out of the Balkans," Sims said.

"We've recently experienced a surge to meet requirements in Kosovo," added MAJ Chuck Hyde, CEB-BR commander. "We had to subcontract with a firm in England to get 45 more mechanics."

Besides refurbishing incoming

the AFNORTH International School.

Soldiers go to the NATO base at Geilenkirchen, Germany, for medical and dental care, and patients needing hospitalization or surgery may go to the Air Force hospital in Bitburg, or the Army hospital in Landstuhl, both in Germany.

While the lack of a typical military installation poses some inconveniences, being part of a small organization has advantages, Jones said.

Single staff sergeants and below, as an example, live in single-soldier quarters that far exceed the Army's one-plus-one standards for barracks. The accommodations are more like modern condos, Jones said.

SSG Anna Pascucelli, an AFNORTH records clerk, described hers as "a beautiful, apartment-like home, with living room, kitchen, bedroom and balcony." Each apartment has a stove, refrigerator, washer and dryer, and each building has a fitness center.

Families also rave about their "beautiful homes in the community,"

even though they must often spend 60 days in a hotel awaiting available housing, Jones said.

When AFCENT became AFNORTH in March 2000 more personnel from the other services came aboard, and more housing has been needed, he added. "We're building 34 new homes to remedy the situation."

SSG Michael Alexander, senior communications-security specialist-radio repairman at the ACCAP Bn., said his government-leased home in Neerbeek "is by far the nicest housing I've had in my 12 years in the Army."

It's constructed in the standard European fashion — of solid brick,



**Veronique Alexander prepares coffee in the kitchen of the government-leased home in Neerbeek she shares with her husband, SSG Michael Alexander, and their children.**

concrete and tile throughout — and is separated from the others by neat hedges.

In May, Alexander prepared for his second deployment to Kosovo, but he wasn't apprehensive about leaving his family for three months.

"Veronique can take care of herself," Alexander said. "She's assimilated herself into the Dutch community and knows she can count on neighbors and friends if she needs help." The couple's three children, among them a 7-year-old son

with audio-graphic dyslexia, attend the AFNORTH International School.

"It's great," said Veronique. "The school offers so many programs to help him learn. Because of its special education program, he's fluent in



equipment, the CEB-BR ships needed equipment to units throughout the world. Since the beginning of the Army's deployment to Kosovo, the unit has shipped more than 12,000 items, Sims said.

The soldiers typically contract for commercial trucking companies to move materiel to the port of embarkation. Several soldiers also travel to the ports to provide last-minute fixes that may be necessary.

CEB-BR personnel also supply equipment for the Army's Prepositioned Equipment Afloat program, store and maintain two 10,000-man chemical defense equipment sets to send at a moment's notice to soldiers in Bosnia and Kosovo, and maintain a 53,000-man set for potential use by other U.S. Army, Europe,

soldiers, Sims said.

Davis said that for soldiers at CEB-BR, days typically begin at 6:30 a.m. and end at 5 p.m. The exception is when equipment is shipped. "We work longer hours then, because delays could cost a shipping company — and therefore the Army — hundreds of thousands of dollars in port costs. In the last 15 months, we've put in longer hours about every three months."

The two combat equipment bases in the Netherlands are part of AMC CEG-Europe, which is responsible for \$1.7 billion worth of equipment Europe-wide, said Chuck Fick, a

**Materiel-management NCO SFC Taylor Njagu checks the dates on items stored in one of CEB-BR's 20 humidity-controlled warehouses. "Expired" items are serviced or replaced.**



German and English."

Fifteen minutes from Schinnen, 254th BSB 1SG Andrew Chesser, his wife, Christi, and their 2-year-old son, Austin, live in government-leased housing in Amstenrade. Austin attends the AFNORTH Child Development Center, 10 minutes away. Christi, who works in the Schinnen mailroom, gave birth to the couple's second child at the hospital in Heerlen in July.

"Living in Holland is quaint, quiet and beautiful," she said. "There are so many opportunities for families here."

Combat Equipment Base-Brunssum materiel management NCO SFC Taylor Njagu has enjoyed his tour in the Netherlands because of the area's proximity to the rest of Europe.

"We're two hours from Amsterdam, one and a half from Brussels, three from Frankfurt, six from Paris, and eight from Normandy — all rich in history," Njagu said.

Hoefnagels said that soldiers

who extend their tours in the Netherlands often do so because "there's a hometown atmosphere here. Most of the Dutch nationals were raised honoring Americans. And because this is the only country where people speak Dutch, the Dutch have been forced to learn English, so there's no language barrier."

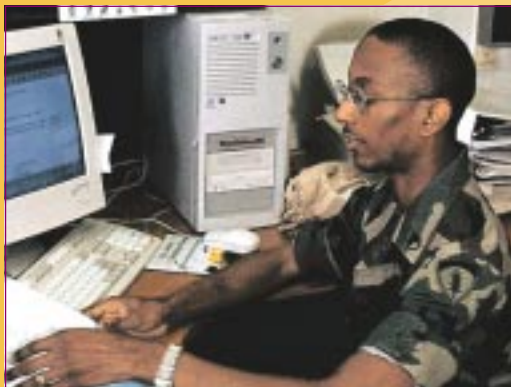
Soldiers are also impressed by the

international schools their children attend, and the fact that their own opportunities for learning are great, she said.

"Educational opportunities are a major benefit of an assignment here," said SSG Darrell Arndt, a military customs inspector at CEB-BR who ensures that prepositioned equipment meets U.S. Department of Agriculture requirements before it's returned to the United States.

"At Fort Drum, I completed only one course in two years. Now, I'm well on my way to completing a bachelor's degree," said Arndt. Additionally, "I get to work with the Dutch and have learned a lot from them."

"I participate in a lot of volksmarches," said SGT Colin Clayton, another MP from the 254th BSB. "Over the past three years, I've participated in the Kennedy March, completing 50 miles a day in Sittard, near Schinnen, and in 1999 completed the Nijmegen March. And how many soldiers get to place a wreath at GEN Patton's grave? I did that, too." □



**SSG Andrew Dawn, 254th BSB administrative specialist, handles a wide variety of paperwork — far more in Schinnen, he said, than he ever did in a line unit.**

spokesman for AMC CEG-E's headquarters in the nearby town of Eygelshoven.

Collectively, the AMC CEG-E sites throughout Europe recently shipped more than 10,000 pieces of equipment — from toolboxes to tanks — to Bosnia and Kosovo, he said.

Since 1992 AMC CEG-E has sent more than 50,000 pieces of equipment to stock prepositioned ships and more than 40,000 pieces of equipment to the Balkans. "And a large portion of the equipment currently prepositioned in South Korea and Southwest Asia came directly from AMC CEG-E stocks," Fick said.

"We're a product of the old REFORGER [Return of Forces to Germany] days, when units arriving in Europe from the states needed thou-

sands of tanks and Bradleys," Massie said.

"The old strategy was to have 10 divisions in Europe in 10 days. And the former POMCUS (Prepositioned Materiel Configured to Unit Sets) accommodated that," said Palmer.

Today, the only heavy armor prepositioned in the Netherlands — one combat brigade worth — is located in northeastern Holland, in the small village of Vriezenveen.

One of three sets of equipment to outfit heavy combat brigades in Europe, it's maintained by soldiers and host-nation employees from CEB-Vriezenveen [see related story].

"There's been a discussion about the relevance of Army war-reserve stocks in Europe since the end of the Cold War," said Palmer.

"In 1991, beginning with operations Desert Shield and Desert Storm, we certainly demonstrated a relevance," he said. He estimated the U.S. government has saved millions of dollars on the shipment of equipment to Bosnia and Kosovo, and the costs of soldiers having to fly in and "fall in on" their equipment and drive it away.

## Vriezenveen

**T**O say that Combat Equipment Base-Vriezenveen is off the beaten path is an understatement. "We are genuinely an outpost," said MAJ Andre Nettles, commander of the unit that includes only eight soldiers among a work force of more than 250 Dutch Defense Ministry employees. "There's no PX, no commissary. We live on the Dutch economy 100 percent. The closest Army support is almost four hours away at Schinnen."

In an area considered remote — because of its distance from U.S. support facilities — soldiers receive aid in locating housing through the

Schinnen-based 254th Base Support Battalion. The 254th also provides furniture and appliances for their homes.

"We get a \$700 move-in housing allowance," said quality-assurance NCOIC MSG Kenneth Krebs. "It pays for things like wallpaper, carpeting and light fixtures, because when the Dutch leave, they take everything with them."

In Vriezenveen, the Army offers few services on the installation — only a very small MWR facility and a modest library.

"We do most of our shopping on the economy," Krebs said. "But we're issued full-size deep freezers, so we buy most of our meat once a month at the commissary in Schinnen."

A warrant officer who recently arrived in Vriezenveen gives haircuts to anyone who trusts him to do so.

The closest connection to home is the daily mail delivery, and two videocassettes arrive weekly to be shared among Army families. Additionally, a newly begun Head Start



**The American, Dutch and NATO flags fly at the entrance to the Combat Equipment Base-Vriezenveen — a "remote" site some four hours by car from the 254th BSB in Schinnen.**



**A 19th-century windmill near the village of Vriezenveen typifies the area's laid-back, historic charm. Eight U.S. soldiers and more than 250 Dutch nationals work at the nearby combat equipment base.**





program provides an introduction to the Dutch language and culture.

Once a week, a housing office representative arrives to help with household-related bills. For medical emergencies, families go to the Dutch hospital downtown, or to Hanau, Germany, a 4.5-hour drive away.

Once a month, Kreb travels the 275 miles to the Supreme Headquarters Allied Powers, Europe, dental clinic at Chievres, Belgium, where his daughter has her braces adjusted.

There are no Department of Defense Dependent Schools in this area of vast fields and farms, so soldiers in Vriezenveen can elect to send their children to a DODDs school in England or make other arrangements.

Nettles' three children are home-schooled. Other dependent children attend the oldest international school in the Netherlands, the International School Eerde. An 18th-century castle that dates to 1715, surrounded by a

moat, it was first used as a school in 1934.

Kreb's three children attend the International

School in Groningen, Netherlands.

He and other U.S. employees and families living in Coevorden — about an

hour's drive from Vriezenveen — chose to commute to their new jobs when the former Combat Equipment Battalion-Northwest there closed a year ago. The Groningen school is some 50 miles from Coevorden.

"There are seven children in my daughter's class from seven different countries, including Russia, China and Pakistan. All are taught in English," said Kreb, who doesn't worry about transporting them. "A personal, Mercedes taxi picks them up at the door every morning and returns them every afternoon."

SFC Ron Lewis, a quality-assurance inspector at CEB-VR, said his 3-year-old son, Samuel, attends a Montessori school. Renowned as a

*Vriezenveen has only a very small MWR facility and a modest library.*

comprehensive teaching institution for youngsters, the schools are typically expensive, said Lewis. "It's inexpensive here — 70 Guilders per month, about \$30. Stateside, the monthly cost is nearly \$400." Another benefit here is the 1-to-3 teacher-to-pupil ratio.

Lewis' wife, Nikki, a German national whom he met while stationed in Mannheim, Germany, said: "We're out here alone, basically. A married soldier, without his family, moved in recently, a few houses down from us. But we're it as far as U.S. military goes."

Nikki said the soldiers' wives try to get together periodically, but most live in various areas, 45 minutes to an hour away. So, she and her family have gotten to know their Dutch neighbors very well.

"Anna, from next door, tells us about Dutch events and holidays," said Nikki. "It's nice to learn from each other," Anna said. "We're always there for each other. We don't just say 'Hi' and leave it at that. We visit, barbecue



**The children of some Vriezenveen-based soldiers attend the International School Eerde — a former castle — in Ommen. Here a student sketches in a classroom that was once the castle's orangerie.**

together, have a few drinks.”

During their leisure time, soldiers and families visit Amsterdam, 1.5 hours away, or Six Flags amusement park, a one-hour drive from Vriezenveen.

The Americans often travel into Germany, where there’s always something new and exciting to do, Krebs said.

At the base, soldiers not only work among more than 250 host-nation employees and oversee what they do, they work at the only site in the Netherlands where heavy armored vehicles are stored and maintained. The materiel, one armor brigade set, includes Abrams tanks, Bradley fighting vehicles and humvees, said Fick.

Last summer, personnel from the United States and Germany augmented the regular work force to meet the demands of operations in Kosovo, said Nettles.

In 1999 CEB-VR moved nearly 4,500 items to the Balkans, 11,000 items to prepositioned ships and about 4,000 items to Southwest Asia, he said.

The base itself boasts 16 humidity-controlled warehouses, which provide 1.5 million square feet of storage space. Twenty-four maintenance bays facilitate equipment repair. And an on-site fabrication shop allows employees to do everything from cut and sew seat fabrics to fashion metal parts and build wooden shipping crates. Last year workers completed 6,000 items over a four-month period, Nettles said.

“I have 20 years in the Army. This is the best it could be. You do a lot of work, but you’re away from headquarters,” Krebs said. “Besides that, we know we’re giving the soldiers the best equipment.”

“I was a platoon sergeant and pulled two tours at the National Training Center at Fort Irwin, Calif.,” added Lewis. “I enjoyed being around so many other soldiers and being out in the field environment. But, every now and then, an assignment like this is really nice. I’ve been here a year, and I say from the bottom of my heart, I don’t want to leave.” □

# MTMC Nethe Supplying the

Story by Heike Hasenauer Photos by Bram de Jong

U.S. Army Military Traffic Management Command soldiers have been stationed in the Dutch port city of Rotterdam for more than 30 years.

Veteran soldiers and longtime civilian employees of the current 598th Transportation Group’s predecessor, the BENELUX Terminal, remember the frantic days of REFORGERS [Return of Forces to Germany], when ships delivered tons of supplies and thousands of tanks, helicopters and other vehicles destined for hordes of troops arriving in Europe from the United States.

Today, demands on the Rotterdam-based unit may be less

frantic, said 598th Trans. Grp. spokesman Bram de Jong, who was himself heavily involved in MTMC business during the height of the Cold War.

There are no such major exercises that call for massive movement of materiel at once. But today, numerous contingencies throughout Europe keep the unit on its toes.

There are many unit movements — deployments and redeployments — outsiders don’t readily see, said COL Tom Thompson, the 598th Trans. Grp. commander during **Soldiers’** visit. Additionally, the group moves supplies to the 100,000 troops assigned throughout Europe, keeping troop dining facilities, commissaries and post exchanges stocked.

“Part of our mission is to provide





# erlands: e Force

timely, responsive surface port handling for the KFOR units moving out of Kosovo by rail to Bremerhaven for onward movement by ship," Thompson said. "We handle tracked and wheeled vehicles, munitions and hazardous cargo. And that presents a lot of challenges."

The 598th is headquarters for the battalions that conduct port operations throughout Europe, Africa and Southwest Asia — among them the 838th Trans. Bn. in Rotterdam and the 839th Trans. Bn. in Livorno, Italy, said operations officer CPT Bleu Hilburn.

Colocated with the headquarters are the 838th Trans. Bn. and the 39th Trans. Bn. Movement Control Team, an element of the 1st Trans. Movement Control Agency, which is responsible

for inland movements to and from ports by military or commercial means; and Military Sealift Command Office, Northern Europe, which coordinates ship movements for deploying and redeploying units.

The latter ensures that ships meet requirements for holding capacity, distance and speed, Thompson said.

Representatives from the Coast Guard, who travel throughout Europe, Africa and Southwest Asia to inspect the ships, have an office at the Rotterdam site, too, as does the Air Force, whose Water Port Liaison Office looks out for Air Force interests, Thompson explained.

"Everything we do is with the commercial world," Thompson said. "The port authorities want one point of contact to deal with, regardless that the Army, Navy, Marine Corps and Air Force are all there. We're that POC."

Some 300 people are part of the 598th and its subordinate Army units. Among them are 85 soldiers, sailors and airmen, and more than 50 Department of the Army civilians. The rest are local nationals.

Recently, key personnel from the 598th Trans. Grp. and related elements met to plan for the movement of supplies as part of a command post exercise called Unified Charger.

"The CPX is but one of many operations conducted by the Military Traffic Management Command unit in the Netherlands to hone skills that are needed every time something happens

**A sprawling staging area in the Croatia port city of Rijeka gives a good idea of the huge amounts of equipment shipped to the Balkans by the Rotterdam-based 598th Transportation Group.**



**(Top)** A Humvee and its trailer move aboard the Ukrainian cargo vessel Balakleya during the movement of Army equipment for the NATO exercise Adventure Express 2000 in Norway. **(Above)** Soldiers of the 598th Trans. Grp. check the shipping documents of Balkans-bound vehicles.

in Europe, Africa or Southwest Asia," de Jong said.

"For training purposes, we crammed a year's worth of problems into two weeks," said Tom Womble, a civilian action officer for Unified Charger. "On paper, more than 600 pieces of equipment were loaded aboard a ship in Bremerhaven and the 839th Trans. Bn. in Livorno assisted in other vessel operations."

Each port was given a particular problem during the exercise. Action officers had to deal with things like missing containers, refugee pickups in transit, port closures, smuggling operations, VIP procedures and port surveys, among other things.

"We do this so we can relive some hard days we had in 1999," Thompson said. "It allows us to work with each other and our Reserve augmentees, so we don't reinvent the wheel in dealing with some of these problems. We learn from each other and from past, real-life events." □



# The New Army Slogan

Story by Paul Boyce  
and Matthew Jones

**The Army's  
new recruiting  
advertising  
campaign  
debuted  
nationwide in  
January with  
an exciting one-  
minute television  
commercial, a  
new logo and a  
new slogan.**

A SINGLE figure runs through the vast desert of the National Training Center at Fort Irwin, Calif. Dust trails behind his military boots as the dawn light shimmers off his metal dog tags. His breathing's cadence mixes with his heart's pumping rhythm. Sweat pools on his olive-drab T-shirt. He runs toward you. Radio communications chatter echoes. A helicopter buzzes overhead, and other soldiers dart from side to side. The lone soldier races past them, running forward, proud and strong. Clearly, he is an individual, but part of a larger team.

The Army's new recruiting advertising campaign debuted nationwide in January with this exciting one-minute television commercial, a new logo and a new slogan: **"An Army of One."** Much like that soldier running in the desert, the slogan has a double meaning, emphasizing personal growth and individual opportunity while continuing a 20-year emphasis on teamwork, service to country, unity of purpose and "The Army" as a total team of active and reserve-component forces.

"'An Army of One' is more than a slogan," said Ray DeThorne, executive vice president and account director at

Leo Burnett, the Army's advertising firm. "It's a philosophy reflecting Army traditions of teamwork and personal transformation, explaining how soldiers become leaders. This is the Army's new face and voice."

Working with the Army's senior leaders, U.S. Army Recruiting Command and subcontractors Cartel Creativo and IMAGES USA (to reach Hispanic and black youths), the Leo Burnett creative team designed fresh messages focusing on individual skills, individual integrity and the personal side of being a soldier. Many agency team members drew on their experiences as veterans or military family members to tailor the vivid messages.

"Soldiers are trained to think, to react and to take on large responsibilities at a young age," said Patrick Lafferty, Leo Burnett's vice president and an Army veteran. "We're finding new ways to communicate these unique benefits to young people — to tell them about something they can get only in the Army. This is a challenging opportunity for them, with relevance to their lives."

"We showed many recruiting-age young people the concept ads and the new slogan," said COL Kevin Kelley, director of advertising and public affairs at USAREC. "To a person, each one of them got it. They understand the idea of personal growth, the opportuni-

ties the Army offers and that the Army is bigger than one person. They understand that it's a team, and a team effort."

For the recruiting part of this team effort, the Army wants 79,000 men and women for the active ranks and 36,000 for the Army Reserve. To help achieve this goal, the new ad campaign initially includes six broadcast and print ads; direct marketing and promotional activities such as a partnership with the National Hot Rod Association; and the **www.goarmy.com** website and related Internet activities. In fact, Army officials predict the advertising will "drive people to the Army website" as a communications focal point where potential applicants will receive quick, up-to-date, personalized information about Army opportunities.

As for that lone runner in the ad who says, "even though there are 1,045,690 soldiers just like me, I am my own force," he's not an actor. CPL Richard Lovett is a combat engineer from Fort Bragg, N.C., and one of many soldiers featured in the new advertisements filmed at Fort Irwin, Fort Jackson, S.C., and at a Los Angeles studio. Other ads with other soldiers will debut this month. Lovett says he's honored to be one of the soldiers representing the might of the U.S. Army. □





# Army Transforming America

## *Exploring America's Frontiers*

**A**FTER purchasing the Louisiana Territory from the French in 1803, President Thomas Jefferson predicted American settlement of these vast, unexplored western lands would take centuries. Yet before the 1800s had run their course, the West would be surveyed, mapped and settled for inclusion as states of the federal union. The Army played an indispensable role in this unprecedented development.

Jefferson dispatched Army CPTs Meriwether Lewis and William Clark and their “Corps of Discovery” to find the source of the Missouri River in the lands of the newly acquired Louisiana Territory, and to lay claim to territory on the Pacific coast. The two-year journey combined scientific and geographic discovery with commercial and political considerations. Sending soldiers was a natural choice, because they were able and available. And they could display and assert federal authority in ways civilians could not.

Lewis and Clark gathered and recorded data on terrain, climate, vegetation and animal life. As one historian wrote: “By crossing the uncharted wilderness and returning with detailed and accurate accounts of what they found there, they transformed an unknown and forbidding land into an objective of desire, an area of great potential value with unlimited opportunities for anyone enterprising and daring enough to take advantage of them.”

Army explorers and engineers, both well known and nearly forgotten, continued the work Lewis and Clark had begun. Pathfinder LT John C. Fremont surveyed the Oregon Trail and wrote colorful and enthusiastic reports and practical advice for travelers who made the trek west. CPT Randolph Marcy escorted early wagon trains into New Mexico and explored western rivers, and CPT George Wheeler mapped large portions of the West from Texas to Central Washington. In the 1850s, 1LT Amiel Whipple directed the survey for a future transcontinental railroad from Fort Smith, Ark., to Los Angeles, Calif., while other soldiers completed the surveys needed to fix America’s boundaries with Canada and Mexico and the borders between the states that grew from these newly explored lands. No doubt Jefferson would be astonished by what soldiers wrought in his Louisiana Territory. — *CPT Patrick Swan*

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# I AM AN ARMY OF ONE

Every night, there are

100,000 soldiers

just like me, I mean,

we know, with

technology, with

training, with courage

and a lot of guts

before that, what I was

and still be the first

to tell you, the night of

the U.S. Army doesn't

see it, doesn't

if you're not

1. IN AN ARMY, IF YOU SEE THE CAN SEE MY STRENGTH



U.S. ARMY